

Ricoh Europe  
Sustainability Report 2011



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### Scope of this Report

The Ricoh Europe Sustainability Report covers the operations and employees of Ricoh Europe PLC within the region of Europe, Middle East and Africa (EMEA) and is produced annually. This report relates to the fiscal year from April 2010 to March 2011.

Ricoh Europe PLC is a wholly owned subsidiary of Ricoh Company Ltd. Ricoh Europe has approximately 17,000 employees working in 20 countries in the EMEA region. Ricoh's manufacturing facilities are not part of Ricoh Europe PLC and together with partners and joint ventures are not included within the scope of this report. Further details of these 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](http://www.ricoh.com).

We have completed a self-assessment of this report against the Global Reporting Initiative (GRI) guidelines and have allocated a "B" rating. Further details of this assessment are available in the "Results Summary" section of this report, and full details are available on our website, [www.ricoh-europe.com](http://www.ricoh-europe.com).

This report highlights Ricoh Europe's performance during the fiscal year ended 31<sup>st</sup> March, 2011 and previous periods. 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 Europe's CSR Division at [csr@ricoh-europe.com](mailto:csr@ricoh-europe.com).

## Chairman's Statement



Steve Saito  
Chairman and Chief Executive Officer  
Ricoh Europe PLC

Welcome to the fourth Ricoh Europe Sustainability Report which highlights details of our economic, social and environmental achievements during the 2010 fiscal year.

It is an interesting time for European businesses, as we manage a range of challenges that are impacting the workplace now, and prepare for those in the future. These include changing demographics, an increased emphasis on sustainability, globalisation and new technologies, all of which will have an impact on the way we do business. Since our last report, we have been accelerating our focus on these challenges to help our customers be ready for the future.

Our service-orientated business model means we partner with organisations to transform their business transactions and processes. We are going beyond helping customers drive down business costs, to supporting workforce collaboration and effectiveness across a business. The value we add to large and small organisations around the world is a potent combination of increased levels of productivity and profitability. As a result, businesses are more agile – able to respond to customer and market needs more quickly and effectively – and they are ready to face those challenges the future will bring.

Corporate Social Responsibility is also at the heart of our company, and continues to be embedded into everything we do. Our sustainability efforts are driven by the actions of our employees, the way we manage our business and the support we offer to our customers. We have launched a dedicated Sustainability Optimisation Programme which focuses upon raising environmental awareness at customer sites and providing sustainable innovations that deliver energy and cost savings. As a result our customers can become carbon neutral across their document management processes.

We believe in taking responsibility for ensuring a sustainable future for all. In the 1970s, when we began investing in our CSR programme, many did not see it as a priority. The evolution of our corporate social responsibility has progressed from going beyond simply meeting compliance regulations, to exceeding them. Today we combine ecological concerns with best business strategies to simultaneously drive sustainability and profitability. We are one of the few companies in our industry to commit to an extra long term environmental vision. By 2050 we will reduce our environmental by 88%, compared to impacts in 2000.

We encourage a culture that embraces our CSR focus and we are continuing to work closely with our employees to help them recognise that all our actions can touch the lives of millions of people across the world.

The launch of the new Ricoh eco-board near London, the first billboard in Europe to be powered by 100% sustainable energy, is another example of our long-standing commitment to being a sustainable business.

You can read more details about the eco-board, our awards, strategy and activities inside this report.

Thank you for your interest.

### About Ricoh Europe

Ricoh is a leading global provider of technology and services that help businesses be more productive and profitable. In recent years and through a series of strategic acquisitions, Ricoh has positioned itself to become a service-oriented company that transforms high transaction business processes for our customers – continuously making them work better, together, for everyone’s benefit.

Ricoh fuels productivity and profitability for companies worldwide by developing enterprise scale business process solutions that bridge disparate business departments, geographic locations and technology systems.

In streamlining document heavy processes, or managing them on behalf of its customers, Ricoh adopts an end-to-end approach, becoming a partner to its customers for the entire journey, from initial consultation, to analysis, through to recommendations, training and implementation. Ricoh continues to work with its customers post-implementation, to ensure continuous improvement and success.

Ricoh’s core capabilities include:

#### Managed Document Services

Streamlining information workflows and managing document processes, saving businesses time and money while ensuring their information security and sustainability goals are met.

#### Production Printing

Offering the services, technology and support for commercial and corporate printing markets, enabling them to profit from new business.

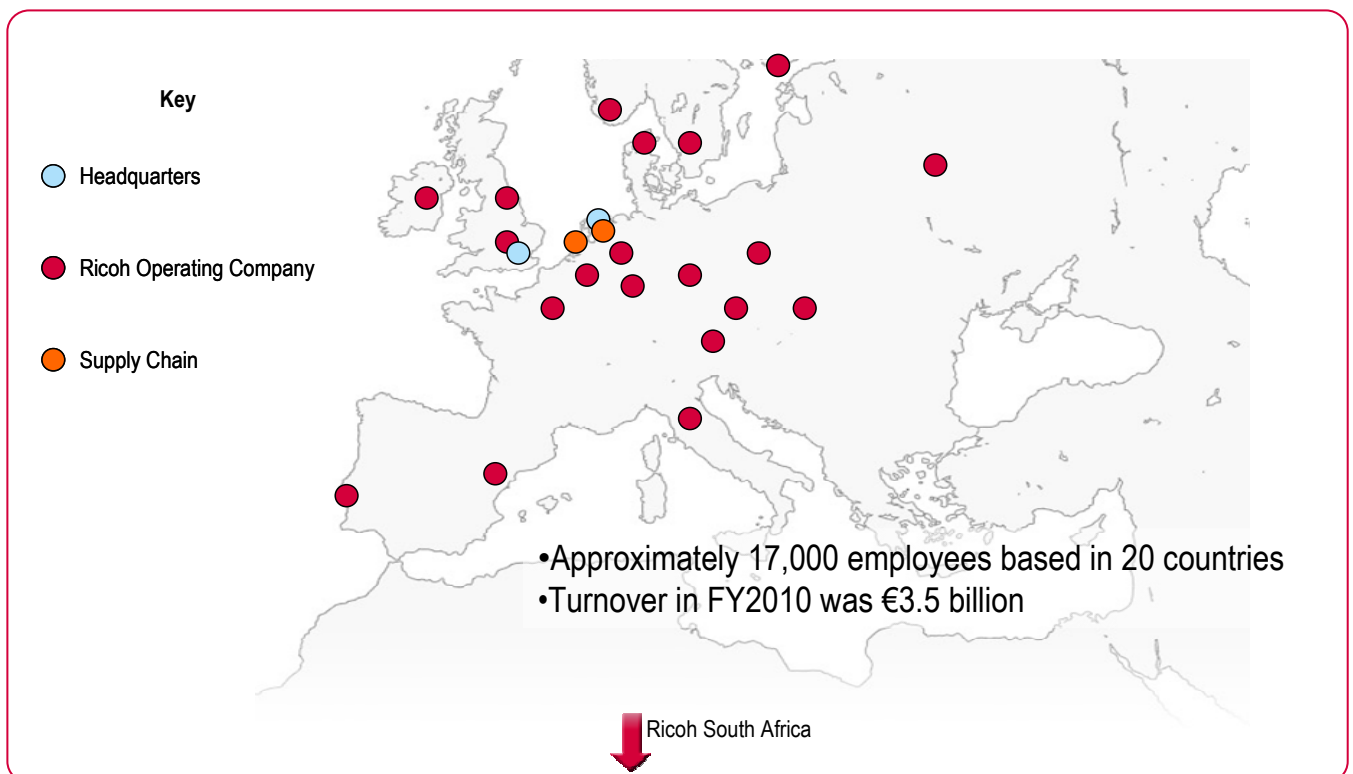
#### Office Solutions

Designed to help businesses manage their document and information workflows, making the process more efficient, productive, secure, sustainable and ultimately, profitable.

#### IT Services

Covering all aspects of IT support – for end users, software and hardware – Ricoh frees its customers to focus on their core businesses, managing the IT network for them.

To find out more, please visit:  
[www.ricoh-europe.com](http://www.ricoh-europe.com)



Our locations in EMEA



## Ricoh Europe's Sustainability Strategy

Ricoh has always focused on minimising its impact on the world. So much so that Corporate Social Responsibility (CSR) is ingrained in our corporate values and integrated into the very heart of how we do business.

The origins of Ricoh's sustainability strategy can be traced back to the Corporate Philosophy developed over 50 years ago by our founder, Kiyoshi Ichimura, in his twin vision: 'To innovate on behalf of our customers and to pursue sustainable business practices on behalf of every life we touch'. Today this vision remains an underlying principle in our business. We take a holistic approach to business, combining economic, social and environmental strategies that balance the needs of our stakeholders, enabling us to be a customer driven organisation that is innovative and profitable – both now and for future generations.

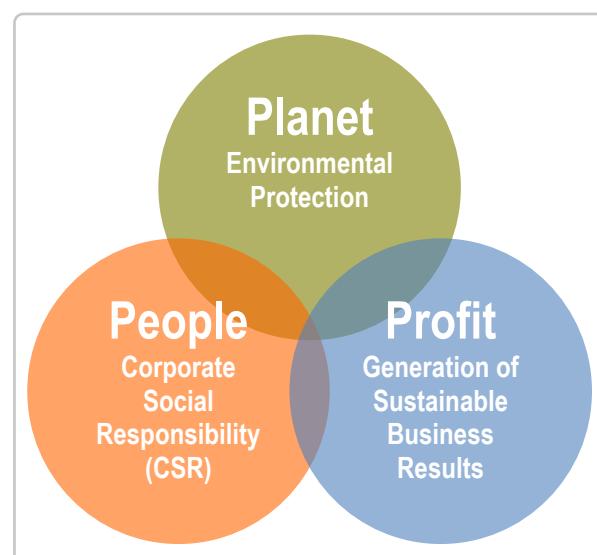
We develop ideas to produce reliable and innovative products and services for our customers that generate profit for our shareholders. This means we add value as a business partner, provide a secure future for our employees and preserve the resources of the communities around us.

When we talk about "sustainability" in Ricoh, we are looking beyond managing our impact on the environment. For us, sustainability is about developing a business model that delivers lasting value for all stakeholders into the future.

With outstanding corporate success comes great social responsibility. If we are to continue to grow and prosper in the future, we must strive to be a best-practice example of corporate citizenship. Our market-leading brands are dedicated to providing businesses worldwide with the advanced products and solutions they need to stay ahead in competitive environments. We are equally committed to fulfilling our economic, social and

environmental responsibilities, and ensure we co-exist in the communities in which we operate in a sustainable and respectful manner.

Our CSR Strategy is defined in the "Ricoh CSR Charter" that was established in 2003 and developed to integrate Ricoh's core values and the ten principles defined in the UN Global Compact into our daily activities. We take a three 'P's' approach to sustainability: People, Planet and Profit. This ensures our business model is maintained and continuously improved to support our CSR, business and environmental objectives.



Three 'P's' approach

For seven consecutive years, Ricoh has been named one of the Global 100 Most Sustainable Corporations in the World – strong public recognition of our commitment to sustainability. In addition to external recognition, we set tough targets for ourselves. We achieved our aggressive target to reduce our CO<sub>2</sub> emissions by 20% by the end of 2010 and we are on track to achieve our long term vision to reduce environmental impact by 87.5% by 2050. Through our Total Green Office Solutions, we are also helping our customers achieve their own targets.

### CSR Steering Committee

The Ricoh Europe CSR Steering Committee was formed in March 2008. The CSR Steering Committee is chaired by Hank Sakai, Vice President, CSR Division, who reports directly to Steve Saito, Chairman and CEO of Ricoh Europe PLC. The Committee has representatives from Ricoh Europe Head Office and Operating Companies to gain a cross section of views and ideas from our stakeholders and to maximise the impact of our CSR Strategy.

The role of the CSR Steering Committee is to:

- Develop CSR policies and strategies that will effectively implement Ricoh's CSR Charter, at both a European and local level
- Co-ordinate the implementation of CSR policy and strategies across Ricoh EMEA
- Agree and implement appropriate measures to report progress on the key initiatives

The members of the CSR Steering Committee are: Hank Sakai (CSR Division, Ricoh Europe), Dianne McGowan (HR Division, Ricoh Europe), Greg Holder (HR Division, Ricoh Europe), James Deacon (Ricoch UK), Janice Gibson (Corporate Communications Office, Ricoh Europe), Javier Diez-Aguirre (Corporate Communications Office, Ricoh Europe), Kerstin Thies (Ricoch Germany), Martijn Wecke (Ricoch Netherlands), Mia Goetvinck (Ricoch Belgium), Patrycja Janczewska (CSR Division, Ricoh Europe), Roberto Ghibaudo (Ricoch Italy), Ko Fujioka (Ricoch Spain), Yasunori Naito (CSR Division, Ricoh Europe).

### Supporting the UN Global Compact

Ricoch Company, Ltd. signed the UN Global Compact (see below) in 2002 and is committed to ensuring these principles are observed in all operations. To ensure this, Ricoh has defined the "Ricoch CSR Charter" and the "Ricoch Code of Conduct". These have been communicated to all employees and are expected to be actively implemented and observed at all times. In December 2008, Ricoh Europe PLC signed the UN Global Compact to show Ricoh's ongoing support and commitment to the development and promotion of a sustainable society.

**\* The United Nations Global Compact (GC)**  
The Global Compact is a framework for businesses that are committed to aligning their operations and strategies with ten principles.

**The Ten Principles**

- [Human Rights]
  - 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
  - 2 make sure that they are not complicit in human rights abuses.
- [Labour Standards]
  - 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
  - 4 the elimination of all forms of forced and compulsory labour;
  - 5 the effective abolition of child labour; and
  - 6 the elimination of discrimination in respect of employment and occupation.
- [Environment]
  - 7 Businesses should support a precautionary approach to environmental challenges;
  - 8 undertake initiatives to promote greater environmental responsibility; and
  - 9 encourage the development and diffusion of environmentally friendly technologies.
- [Anti-Corruption]
  - 10 Businesses should work against corruption in all its forms, including extortion and bribery.

The Ten Principles of the United Nations Global Compact

## Business Excellence

Ricoh is a customer-centric organisation. Innovating and creating value for customers by understanding and anticipating their needs and expectations is Ricoh's primary focus.

We use the EFQM (European Foundation for Quality Management) model as the framework to add value for customers, by defining customer groups, maintaining an open and transparent dialogue, and involving customers in the development of new and innovative services and solutions. Our customers' experience and perception of Ricoh's solutions and services are analysed, which allows us to continually improve our value proposition.

The EFQM Excellence Model is a framework that can be applied to any organisation. The model measures how effectively an organisation develops and implements its strategy, covering aspects such as leadership, people management and development, customer focus, partnerships, process management, continuous learning and Corporate Social Responsibility. All these aspects contribute towards organisational excellence, enabling the achievement of stated goals and objectives. We consider this to be a key tool for developing a sustainable business model, meeting the requirements of our customers and other stakeholders.

Since 2000, Ricoh Europe has systematically used the EFQM Excellence Model to provide a holistic review of the approaches we have adopted and how effective these are at delivering our strategic objectives. The approach is used at a national level, within our Operating Companies, and at a pan-EMEA level to review our operations within the EMEA region. By 2004, our self-assessment processes were established and we began a programme to gain external recognition through EFQM's "Levels of Excellence". This has led to the majority of our Operating Companies being recognised through National and European Excellence Awards. In July 2010, Ricoh Europe achieved a 5 star "Recognised for Excellence" across all operations in the EMEA region.

## The RICOH Way

"The RICOH Way" is a global philosophy and set of values shared amongst all Ricoh Group companies, and is the foundation of Ricoh's daily business operations. It consists of Founding Principles, Mission, Vision and Values. The Mission, Vision and Values demonstrate Ricoh's drive to provide excellence, innovation, continuous improvement and value to its customers. They define Ricoh's commitment, dedication and behaviour as one global company.

### The Ricoh Founding Principles:

The Spirit of Three Loves by Kiyoshi Ichimura, Founder:

"Love your neighbour",

"Love your country",

"Love your work".

### Global Mission

At the Ricoh Group, we are committed to providing excellence to improve the quality of living.

### Global Vision

To be the most trusted brand with irresistible appeal in the global market.



### Global Values

To be one global company, we must care about people, our profession, our society and our planet. We must dedicate our winning spirit, innovation and teamwork to sharpen our customer-centric focus, and we must also commit to the highest standards of ethics and integrity.

## Corporate Social Responsibility (CSR) Charter

To enable us to grow as a respected enterprise, all companies within the Ricoh Group must plan their Corporate Social Responsibility (CSR) within a consistent global framework and throughout all operations. To ensure this, the following principles are to be observed, with the proper social awareness and understanding, compliant with both the letter and the spirit of national laws and the rules of international conduct.

### Integrity in Corporate Activities

1. Every company in the Ricoh Group will develop and provide useful products and services, with high quality, safety, reliability and ease of use, while maintaining security of information and giving proper consideration to the environment.
2. Every company in the Ricoh Group will compete fairly, openly and freely, maintaining normal and healthy relationships with political institutions, government administration, citizens and organisations.
3. Every company in the Ricoh Group will take responsibility for managing and safeguarding its own information and that of its customers.

### Harmony with the Environment

4. Every company in the Ricoh Group will take responsibility, as a citizen of the world, working voluntarily and actively to preserve the environment.
5. Every company in the Ricoh Group, and all employees of each company, will seek to implement technological innovations that reflect environmental concerns and will participate in ongoing activities to preserve the environment.

### Respect for People

6. Every company in the Ricoh Group will maintain a working environment that is safe and that makes it easier for its staff to perform their duties, respecting their richly individual characteristics and encouraging their autonomy and creativity.
7. Every company in the Ricoh Group will respect the rights of all those connected with it, and will seek to create a cheerful working environment, free of discrimination.
8. No company in the Ricoh Group will permit forced labour or child labour, and none will tolerate the infringement of human rights.

### Harmony with Society

9. Every company in the Ricoh Group will, as a good corporate citizen, actively engage in activities that contribute to society.
10. Every company in the Ricoh Group will respect the culture and customs of its country or region, and will operate so as to contribute to their development.
11. Every company in the Ricoh Group will engage in the fullest possible communications with society, seeking actively to provide proper and unbiased disclosure of corporate information.

For more information about Ricoh Global CSR strategy, please visit:

[www.ricoh.com/csr/foundation/index.html](http://www.ricoh.com/csr/foundation/index.html)

## External Recognition

We are proud that Ricoh Europe's activities in Corporate Sustainability have received the following external recognition:

### 2011

- For the seventh consecutive year, Ricoh was selected as one of the "Global 100 Most Sustainable Corporations in the World" by Corporate Knights.
- Ricoh was selected as one of the World's Most Ethical Companies for the third year in a row by the Ethisphere Institute.
- Ricoh was recognised by FTSE4Good Index for meeting high standards for the eighth consecutive year. Ricoh's environmental management approach was rated as "Best practice".
- Ricoh Italy was awarded a 5 star "Recognised for Excellence" from EFQM.

### 2010

- Ricoh Europe achieved a 5 star "Recognised for Excellence" award from EFQM. The application covered all our operations in EMEA.
- Ricoh Netherlands was awarded a 5 star "Recognised for Excellence" from EFQM.
- Ricoh European Service Parts Centre was awarded a 4 star "Recognised for Excellence" from EFQM.
- Ricoh Germany was awarded the prestigious Ludwig-Erhard-Preis for business excellence. The accomplishment acknowledges the excellent results achieved by doing business the Ricoh way – an approach that combines economic, social and environmental thinking.

### 2009

- Ricoh UK Products Limited won the British Quality Foundation UK Excellence Award.
- Ricoh Europe received the "Ruban d'Honneur" in the 2009 European Business Awards for "Corporate Sustainability", recognising the impact of our activities within the workplace, the market, the environment and the community.
- Ricoh Europe received the "Ruban d'Honneur" in the 2009 European Business Awards for "Environmental Awareness", recognising the effectiveness of the policies adopted in reducing our total environmental impact and the extent to which these have been embedded into our culture.

For more information about Ricoh Awards, please visit:

[www.ricoh-europe.com/about-ricoh/our-principles/awards/](http://www.ricoh-europe.com/about-ricoh/our-principles/awards/)







# Corporate Activities





“Our goal is to achieve the highest standards of global citizenship and compliance, both internally and across our partners and suppliers. We adopt a highly ethical approach to all our business activities, defined in our Code of Conduct, with extensive awareness and training programmes to ensure all our people understand their role in ensuring we meet these standards. Internal and external audits are used to review and continually improve the processes and controls we have established, in line with changing requirements.”

**Nicola Downing, Vice President, Legal Division**

## Our Strategy

Our strategy is to adopt the highest ethical standards across our business activities and our supply chain, as defined in the “Ricoh CSR Charter” and the “Ricoh Code of Conduct”. These define the standards, ethics and behaviours Ricoh Europe and our people should adopt in our daily business practices.

These are supported by awareness training programmes to ensure our people understand how standards apply to their specific role. In addition, we have a rigorous Compliance Management Strategy, based on relevant legislation, regulatory standards and industry best practice. Regular internal and external audits are used to monitor compliance, ensure the validity and robustness of our processes and ensure our Management System is continuously reviewed and improved.

## Verification of Financial Results



Ricoh Europe PLC Headquarters, London

House in the UK and comply with the requirements of the UK Companies Act. These are compiled in line with the UK Generally Accepted Accounting Principles (GAAP). Ricoh Company, Ltd. accounts are compiled in accordance with the US GAAP. Full details of the financial performance of Ricoh Company, Ltd. are publicly available in the Ricoh Company, Ltd. Annual Report.

KPMG conducts an annual audit of Ricoh Europe companies and of the consolidated annual financial results for Ricoh Europe Holdings PLC. In addition, European quarterly results are reviewed by KPMG. To ensure the accuracy and reliability of our financial reporting, all Ricoh Europe companies document their financial processes and map these to meet the requirements of the Sarbanes-Oxley Act. Ricoh Europe has also established controls to effectively manage financial risks. These processes are externally audited by KPMG to ensure compliance with the Sarbanes-Oxley Act.

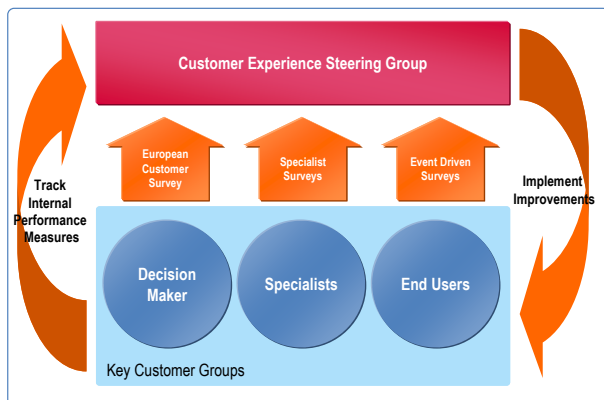
Consolidated annual financial results for Ricoh Europe Holdings PLC are lodged with Companies

## Customer Insight

Ricoh Europe markets and delivers products and services directly through its National Operating Companies (Direct Channel) and through a network of Distributors and Dealers (Indirect Channel). Our customers range from global accounts, like Fortune Global 500 companies, to small businesses. In addition to our daily contact, we use a range of surveys to gather feedback from our customer groups to help us to understand how we are performing, what additional services we should develop and areas where we need to improve. We also ensure we ask the right questions to the right people. The key surveys include:

### European Customer Survey

We launched a survey in 2007 to understand what is influencing the “decision makers” in larger organisations (minimum of 50 FTE) when considering office printing solutions and suppliers. This survey is run annually by TNS simultaneously across ten countries (Belgium, France, Germany, Italy, the Netherlands, Poland, Spain, Sweden, Switzerland and UK). The survey gathers data on customer satisfaction with their existing suppliers.



Managing the Customer Experience

The most recent survey was conducted in June 2010. This showed that 73% of customers would recommend Ricoh and 73% would re-purchase from Ricoh.

### Specialist Surveys

People who have regular contact with us – like IT Managers, Account Managers, and our network of Dealers and Distributors – have a greater knowledge of our products, solutions and services.

Our Operating Companies conduct regular, targeted surveys to gain detailed feedback from this group, who can provide additional insight into how our products are working in practice. A range of research companies and tools are used to collect feedback, depending on the topic, target audience and country.

### Event Driven Surveys

To fully understand the customer experience of a specific action, we use event driven surveys. One example is the Service Call Survey, conducted by Marketii, an external market research company, for all our Operating Companies. The survey is triggered when a customer calls one of our Service Centres and is completed within days of the call being made. This provides us with an accurate reflection of the customer experience.

### Complaints Management

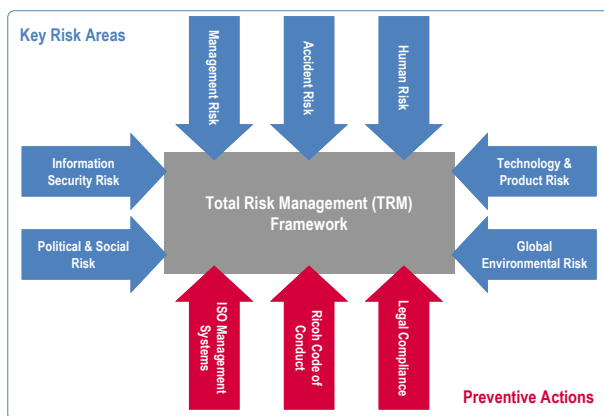
We do not like it when things go wrong, but we also see this as an opportunity to learn and improve. We have processes in place to ensure any complaint is investigated and resolved as quickly as possible, firstly for the customer reporting the issue and secondly to ensure the same thing does not happen again.

### Improving the Customer Experience

This information, together with internal performance data from our Management System, is used to systematically improve the customer experience on a local, national and international basis.

### Total Risk Management

To ensure we meet the needs and expectations of our stakeholders, Ricoh has developed a number of policies and strategies to manage its corporate integrity. This includes legal compliance, maintaining ISO standards, managing business risks and upholding the Ricoh values and ethics, defined in our CSR Charter and Code of Conduct. To coordinate our compliance and risk management approaches, we have developed the “Total Risk Management” Framework. The framework identifies seven key risk areas and the stakeholder groups affected by each.



Ricoh “Total Risk Management” Framework

The annual assessment brings together the specialist skills, experience and expertise from across Ricoh Europe. This process enables us to annually review the effectiveness of our policies and strategies, minimise risk and ensure our practices are continuously reviewed, in line with the changing business environment.

Ricoh Europe is committed to delivering an end-to-end service to its customers which includes consulting, ongoing process optimisation, services and technologies. To ensure a best-practice approach, we have developed comprehensive Quality Management Systems. All Ricoh Group factories and major Operating Companies have gained the internationally recognised ISO9001 standard for quality management. Having reliable products is just one factor within the overall customer experience. We provide dependable consultancy, delivery, installation and after-sales services to ensure our customers get the right products and services to meet their needs.

### Legal Compliance

To ensure our employees fully understand the requirements of European legislation, over the past five years we have rolled out a comprehensive training package for managers and sales personnel, specifically focused on Competition and Contract Law. Our Legal team from across Europe has run workshops on-site to explain our obligations under this legislation, with scenarios and case studies used to illustrate some of the points in more detail. In 2010, we ran more than 75 workshops across our European operations, with over 1000 people attending.

The workshops have been supported by the Ricoh Training Academy through a web-based programme. At the end of the training, participants must complete a test to ensure they have understood the legal requirements and can apply those in a number of scenarios. So far, 2000 employees have received legal training.

New laws governing bribery and ethical dealing and data protection are now in force and they have a wide-reaching impact in all territories where Ricoh operates. These and other existing pieces of legislation will be a key focus for Ricoh in FY2011 as part of our ongoing compliance training programme. We have rolled out policy and processes to ensure our staff are aware of the new laws and are able to continue to build strong relationships with our customers within acceptable parameters. By the end of FY11, our training programme will have captured all relevant employees in all territories.

As part of our commitment to global compliance, we will audit our policies and standards across our group and our company’s adherence to them.

### Procurement

We aim to minimise risk and maximise benefit when undertaking central procurement for the benefit of Ricoh. We adhere to Ricoh’s core values set out in our Environmental, Ethical and Corporate Social Responsibility policies during all procurement activity. We work closely with our key suppliers to create relationships of mutual trust and respect for the combined benefit of our respective organisations.



The Ricoh Affinity Scheme builds on our supplier network to ensure that the benefits of negotiated competitive rates are passed onto our employees through employee purchasing schemes where possible.

We have developed a central procurement toolkit containing key processes, template documents and checklists for procurement activity. It ensures that we are meeting our stated procurement objectives throughout the procurement process from initial recognition of customer needs through to post contract award, contract management and benefits reporting. We report activity and benefits to our business through a quarterly newsletter.

During the coming year we plan to focus on:

- Expanding the categories of commodity falling under group procurement arrangements to realise savings and quality products and services for our business and to support our customers
- Negotiating the best deals for Ricoh using existing partners and customers where possible and appropriate which drive clear benefits for Ricoh employees and customers
- Expanding our Affinity offering for our employees

### Product Safety

The health and safety impacts of our products are assessed in all life cycle stages, from the development of product concept, through manufacturing, marketing, distribution, customer use and finally collection and recycling. Ricoh Europe has developed a "Product Safety Issue Handling Manual" and has distributed it to all its Operating Companies. A self-assessment survey was issued to make sure the manual was received, studied, understood and applied by all Ricoh Companies. It is the responsibility of Ricoh Europe, its Operating Companies and Distributors to ensure that this policy is applied by local operations and any third party organisations that provide services on our behalf.

### Information Security

With the development of core capabilities in Managed Document Services, Production Printing, Office Solutions and IT services, Ricoh is increasingly trusted with the custody of our customers' business information

To provide assurance of our information security performance, Ricoh is unique in its achievement of a global certification ISO27001, "Information Security Management". Ricoh's certification was established in Japan in 2004 (certificate number IS85241). A world-wide audit programme, completed in December 2010, confirmed the second renewal of certification for the Ricoh Group, and marked the inclusion of the complete EMEA region in the scope of the registered certificate.

Ricoh Europe, in partnership with our Accredited Certification Body, the British Standards Institution (BSI), is continually engaged in maintaining and improving our Information Security Management System across the region. This involves change management activity to ensure that we continue to protect information as our business evolves. In 2010 this included the newly established Ricoh Sweden, as well as the relocation of the London Head Office in November 2010.

There are now 19 separate companies registered to the ISO27001 certificate, and two in development. All Operating Companies and the distribution operation, Ricoh Europe Supply Chain Management, have a nominated manager responsible for developing, maintaining and continually improving the Information Security Management, in line with Ricoh Group policy. We have deployed common policies, risk management tools and security management techniques to achieve consistent practice throughout the region. The central team, based in our London Head Office, supported and managed the roll-out programme and is now focused on ensuring the consistent application of Ricoh policy through programmes of continual improvement, change management, audit and best practice sharing.

## Corporate Activities

Our next steps are:

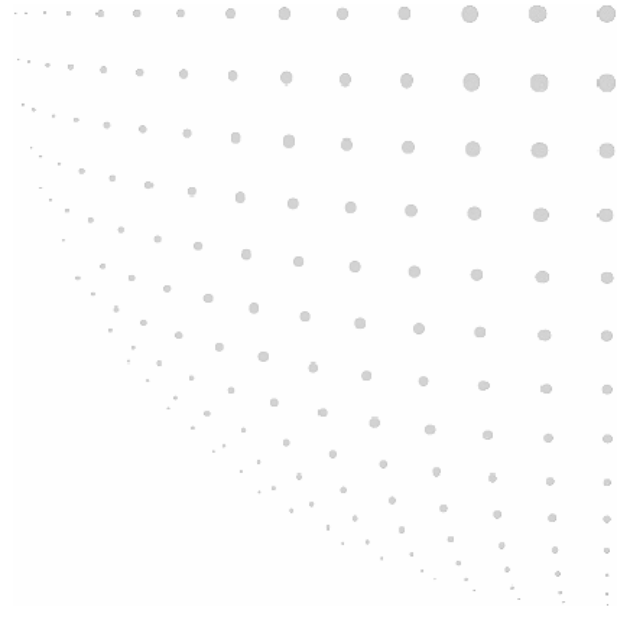
- To achieve greater efficiencies and effectiveness in protecting information across the region
- To support the “focus on processes” that is a fundamental aspect of the business strategy for Ricoh worldwide
- To harmonise and eventually integrate the management systems for Information Security (ISO27001), Environmental Management (ISO14001) and Quality Management (ISO9001) across the EMEA region.

### Whistle-blowing

A whistle-blowing policy has been developed, giving all employees of Ricoh Europe access to a whistle-blowing hotline. This was developed in order to further comply with Sarbanes-Oxley Act regulations which require companies to provide an anonymous whistle-blowing service for all employees to aid the prevention of fraud.

All employees must have access to at least one method of reporting allegations of malpractice anonymously.

Ricoh Europe's whistle-blowing hotline reporting procedure is available to all Ricoh employees via the Intranet. It enables employees to report any instances of alleged fraud, financial malpractice or other issues that could affect the financial statements of the Company.



## Environment





“Let’s reduce to grow.  
 ‘How we grow’ our business has become equally important to ‘how much we have grown’ in recent years. At Ricoh, we strongly believe that this is where our CSR policy plays its fundamental role.  
 Our environmental conservation activities are specifically designed to reduce environmental impact not only in all our business operations, but also in our customers’ document management processes.  
 Let’s reduce to grow together for sustainable future.”  
**Yasunori Naito, Environmental Group Manager, CSR Division**

**Our goals and strategy in EMEA**

We are committed to being a trusted business partner for our customers in both existing and new business domains by increasing their value in sustainability and reducing their environmental risk through our solutions. To fulfill this commitment we have set mid- and long-term environmental impact reduction goals in three areas worldwide:

- Energy conservation and prevention of global warming
- Resource conservation and recycling
- Pollution prevention

All Ricoh operations play an important role to achieve the following targets:

Ricoh Global Targets	2020	2050
Energy Conservation (from FY2000 level)	- 30%	- 87.5%
Resource Conservation (from FY2007 level)	- 25%	- 87.5%
Pollution Prevention (from FY2000 level)	- 30%	- 87.5%



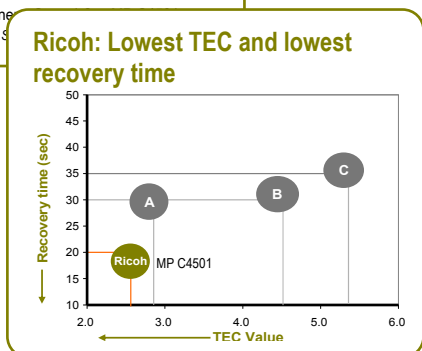
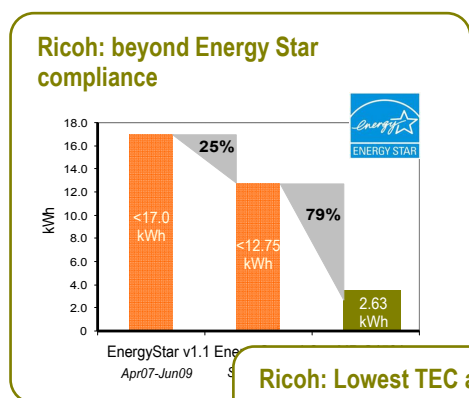
### Going beyond compliance

Ricoh activities are designed to reduce environmental impact in the following two categories:

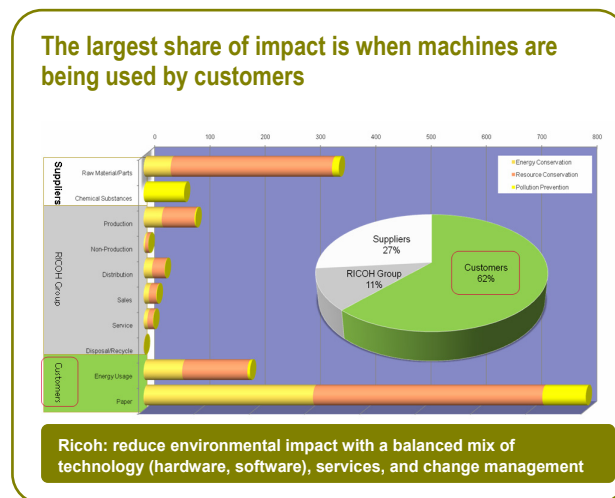
- Activities to reduce our own environmental impact through our Environmental Management System
  - Comply with legal and standard requirements (ISO14001, RoHS, REACH, WEEE)
  - Capture and reduce our own environmental impact by unique tools (Environmental Accounting System, Self Sustainability Assessment Programme)
- Activities to reduce our customers' environmental impact through Total Green Office Solutions
  - Pre-use contribution – develop products with lowest possible environmental impact
  - In-use contribution – services to minimise impact (Sustainability Optimisation Programme)
  - Post-use contribution – reuse, recycle programmes

### Total Green Office Solutions - reduce to grow

We develop products with the lowest possible environmental impact. We do not compromise productivity with less energy consumption, and we support our customers to change behaviours inside their organisations.



Our assessment shows that 62% of the total life cycle impact comes from the in-use phase of products at customer sites:



It is important to measure current environmental impact to identify areas for improvement in document management processes. Ricoh's customer-centric consultancy service, the Sustainability Optimisation Programme, provides unique opportunities for businesses to improve the efficiency of document workflows while at the same time taking a carbon balanced approach to managing information. It enables medium to large organisations to reduce environmental impact and Total Cost of Ownership (TCO) by more than 30%, govern the sustainable performance of their business documents, and neutralise any remaining, unavoidable carbon emissions.

The programme is a continuous improvement cycle consisting of five stages. First, Ricoh analyses a business's existing document workflows and fleet, to understand the baseline TCO and carbon emissions from paper and energy consumption. Second, a plan is designed to reduce TCO and carbon emissions, setting clear objectives including optimising the fleet, workflows and end-user behaviour. Third, the plan is implemented. Devices with Eco Mode energy-saving settings are installed, workflows are optimised, and end users are educated to enhance their environmental awareness and to understand how to use the devices in the most sustainable way – resulting in an average energy reduction of 36%. The fourth stage of the programme involves continuous tracking of actual carbon emissions



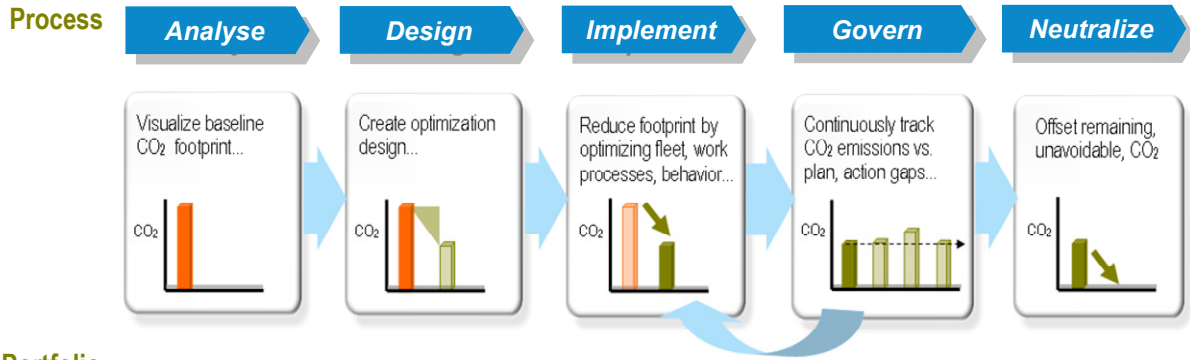
# Environment

versus set goals. By analysing this data Ricoh can identify how each printing device is being used and implement improvements to drive further reductions in carbon emissions. The final step is to neutralise the remaining unavoidable carbon emissions. Businesses can offset these unavoidable carbon emissions through carbon

credits generated by clean energy projects in which Ricoh has invested, creating a carbon balanced printing environment.

For details on the Sustainability Optimisation Programme and to download the Ricoh Sustainability Consultancy brochure, visit [www.ricoh-europe.com/reduce2grow](http://www.ricoh-europe.com/reduce2grow)

## Ricoh Green consultancy: Sustainability Optimisation Programme



### Portfolio

**Green Services**

- PPP (PRINTING PERFORMANCE PARTNERSHIP)
- Managed Document Services (MPS and Beyond)
- ECO MODE ACTIVATED
- Carbon Balanced Printing (Optimizing Sustainability)

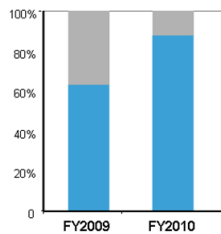
**Green Tools**

**Green Products**

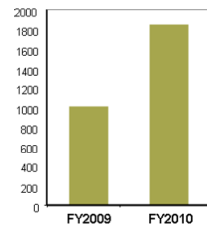
- ECO (ECONomy color)
- GREENLINE (CERTIFIED REFINERED PRODUCT)
- fm Chipboard cabinets
- Print & Share Green driver

Methodology verified by **BSI** British Standards

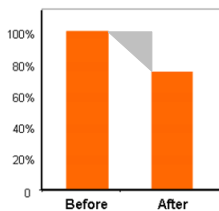
### Progress with Ricoh Green consultancy...



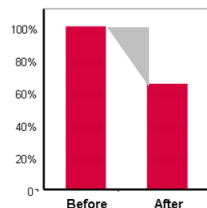
**88%**  
of consultancy engagements today include a green audit...



**>2,800**  
green audits have been conducted across Europe since Q2 2009...



**25%**  
TCO reduction is achieved on average after a consultancy engagement...



**35%**  
CO2 reduction is achieved on average after a consultancy engagement...

## Customer Case Study: Logistics company Jan Krediet first Carbon Balanced Printing case in Europe

Jan Krediet is a logistics company based in the Netherlands. It was the first company in Europe to receive Ricoh's "Carbon Balanced" certificate.

Sustainability is a priority for the logistics industry. And in light of shrinking margins, increasing fuel prices and international directives, combining environmental activity with business efficiency is essential. As such, sustainable business document processes were an important focus area for Jan Krediet.

The first step was to reduce the carbon footprint through optimisation of the machine fleet and to gain initial benefits quickly through the ECO Mode, Quick Start-up and double-sided printing. As a result, the company also lowered its energy costs. The next step was to compensate the remaining CO<sub>2</sub> emissions with carbon credits generated by UN certified projects in which Ricoh Company, Ltd. has invested. It cost Jan Krediet just €166,88. This investment for neutralising CO<sub>2</sub> emissions has been easily recovered through savings achieved by the new, more efficient machine fleet.

Jan Krediet's CO<sub>2</sub> emissions were measured by @Remote Green, and the total document volume in 2010 was one million prints.



## Award Case Study: Ricoh's customer sustainability programme wins top prize in prestigious good practice competition

In 2011, Ricoh Europe won the top prize in the 'EFQM Sustainability Good Practice Competition' for its customer focused Sustainability Optimisation Programme. The Programme is a consultancy service that helps businesses become carbon neutral across their document management processes. Ricoh had the most online votes from the public and the EFQM judging panel of industry experts. It was announced as the winner during the Learning Edge Conference in Brussels in June.

The awarding body sought excellent organisations that have embedded sustainability within their culture, have an ethical mindset, clear values, and the highest standards for organisational behaviour – all of which enabled them to achieve economic, social and ecological sustainability. Judging criteria included demonstrating proven added value for customers and inspiring others to become innovative in their approach to sustainability.

Ricoh fitted the criteria with its proactive approach to the environment, going beyond obligation to aligning its activity with impact reduction and profitability. With its Sustainability Optimisation Programme, Ricoh has demonstrated its focus on driving customer sustainability; raising environmental awareness at its customer sites and providing sustainable innovations that deliver energy and cost savings.

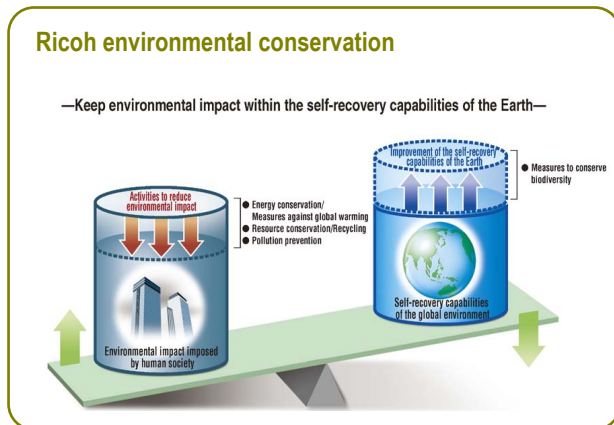


## Environment

### Biodiversity: Reduction is just not enough for planet Earth

Ricoh's commitment to the environment goes beyond a vision of a sustainable future. It also includes a commitment to restoring the planet's self-recovery capabilities by promoting biodiversity.

This is why Ricoh has set "biodiversity conservation" as its fourth pillar of sustainable environmental management on top of "energy conservation and prevention of global warming", "resource conservation and recycling" and "pollution prevention".



Ricoh Operating Companies in EMEA participated in a number of biodiversity activities to conserve nature in the past year. These included employees from the Ricoh Europe London Head Office taking part in a river clean-up project in South London, and employees from the Ricoh Europe office in the Netherlands helping to enhance biodiversity at Heimanshof, a local nature area.

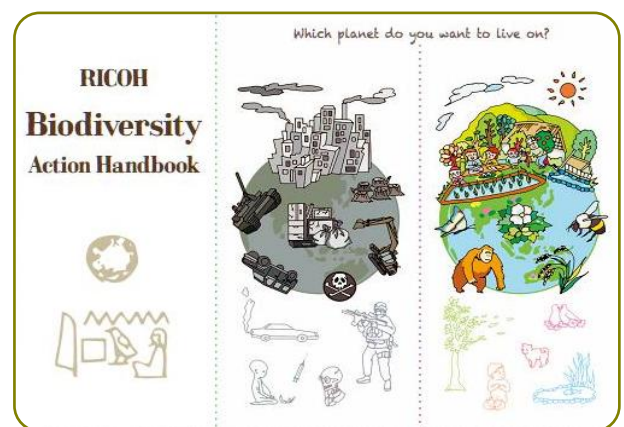


River clean-up project in South London



Biodiversity project in the Netherlands

In 2010, the first edition of "Biodiversity Action Handbook" was published to raise awareness among Ricoh employees. It includes a list of actions to support ecosystem recovery and avoid negative impacts on ecosystem conservation, as well as additional information on biodiversity protection.



For more information about Biodiversity, visit: [www.ricoh-europe.com/about-ricoh/our-principles/environment/biodiversity/](http://www.ricoh-europe.com/about-ricoh/our-principles/environment/biodiversity/)



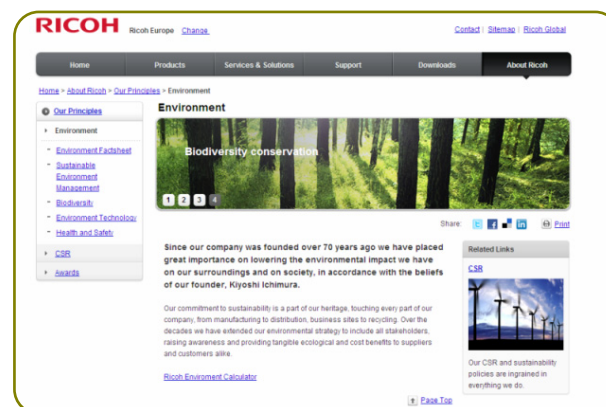
## Ricoh's 100 per cent sustainable Eco-Board in London

In June 2011, Ricoh unveiled Europe's first 'eco-board', a billboard powered 100 per cent by wind and solar power. The Ricoh eco-board is the first of its kind in Europe in having dual natural sources of power so that it illuminates only when sufficient power is collected, demonstrating our long term commitment to sustainable business.

The European eco-board is located on the M4 motorway which runs from London to London Heathrow airport, the gateway to Europe. The eco-board is powered by 96 solar panels and 5 individual wind turbines and forms a key part of Ricoh's overall commitment to raising environmental awareness in the region. Travellers across Europe journeying into the heart of London will pass the eco-board which carries Ricoh's Managed Document Services message – our sustainable approach to streamlining business processes and document workflows.

The European eco-board joins Ricoh's solar powered billboard launched in Times Square, New York last year, and a solar powered billboard launched in Sydney, Australia, in July 2011. Find out more at [www.ricoh-europe.com/eco-board](http://www.ricoh-europe.com/eco-board)

For more information about our Environmental strategy, visit [www.ricoh-europe.com/about-ricoh/our-principles/environment/index.aspx](http://www.ricoh-europe.com/about-ricoh/our-principles/environment/index.aspx)



Ricoh eco-board in London







# People



## People



“We embrace diversity, offering an environment where employees can be innovative, create new value, feel challenged, have a sense of achievement and grow through their work. We offer our people a learning culture where they are able to share ideas openly and work in an autonomous setting to move new ideas forward. The Institute of IT Training (IITT) has consistently recognised Ricoh’s Academy, which has won many awards in recent years, including Training Department of the Year in 2010 and 2011.”

**Greg Holder, Vice President, HR Division**

### Our Strategy

“The RICOH Way”, Ricoh’s global philosophy and set of values, promotes a customer-centric approach based on our commitment to the highest standard of ethics and integrity, a winning spirit, innovation and teamwork. Ricoh’s vibrant culture provides the opportunity for us to build on our strengths, and continually develop skills to anticipate and provide for the changing needs of our customers. Ricoh employees are encouraged to achieve their full potential, and to have personal development plans that link directly to the organisation’s goals. Through an open culture which embraces diversity and encourages innovative thinking and sharing of ideas, our people are empowered to play their part in transforming Ricoh’s business, and the business transactions of our customers.

Through the Ricoh Academy, we develop and deliver a blended-learning approach, including online and classroom based training for our people and partners that is recognised by the Institute of IT Training (IITT) as amongst the best in the industry.

We promote an open dialogue with our people, through forums like our European Employee Forum and annual Employee Survey, and use this input to actively engage our people in continuously reviewing and improving our people management strategies and processes. In addition, Ricoh promotes the continued professional development of employees through integrated learning and development programmes, and equal opportunities for all employees.

### Ricoh Europe Employee Forum

To actively encourage an open dialogue with our employees and their representatives, Ricoh Europe established the European Employee Forum in 1996 under the European Works Council Directive. This allows us to share our plans for the future, and ensure our people understand Ricoh’s business strategy and goals. It gives our employees an opportunity to share their views and concerns through qualitative feedback directly to European Senior Management. This approach underpins our overall objective of being “an

employer of choice” and to attract the highest calibre of talent to Ricoh.

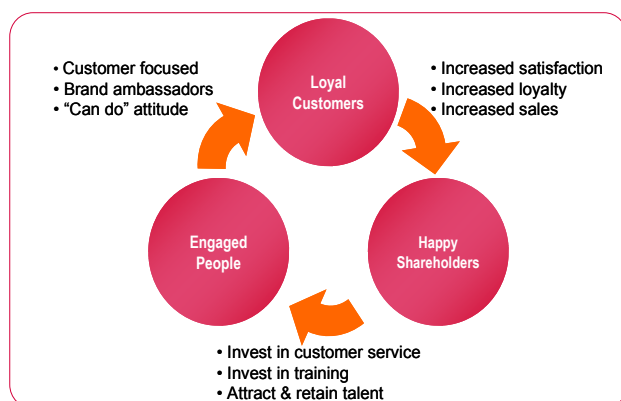
Employees are nominated or elected by their peers to become members of the local Employee Forum or Works Council, based on local requirements, meeting a minimum of twice per year. In the majority of EU-based Operating Companies, this provides a forum for dialogue and consultation between senior management and employees. Employee representatives from each country are invited to sit on the European Employee Forum,

which meets annually with senior management. As Ricoh Europe has expanded, newly acquired companies have been invited to establish local arrangements – or continue with existing arrangements – and to also join the European Employee Forum.

Minutes of the employee forums are distributed to employees through a range of communications channels, including the Intranet. Senior management appreciates the opportunity and the value of appropriate consultation, and the two-way dialogue is encouraged. As a result, there are many examples where initial plans have been improved following employee feedback.

### Employee Engagement

Research shows that employees can be satisfied without being engaged. The term “satisfaction” implies a level of contentment with the current situation; a passive state. The term “engagement” implies active involvement. Employees who are “engaged” with the organisation will actively contribute new ideas, innovative ways of working and drive the business forward. They want to learn and improve; both themselves and their surroundings. They want to make the organisation perform better. To generate a culture of continuous improvement within a company, we recognise that it is important to actively engage our people in these activities (see diagram below).



Virtuous circle

In February 2008, we ran the first Employee Engagement Survey for all Ricoh Europe employees. It provided a baseline of our position at the start of a process of company integrations and

gave a clear view of what is important to our employees. At a European level, members of our Executive Board sponsor improvement projects, based on the priorities identified from the survey. Improvement teams are also established by local management to encourage employees to get involved and introduce new activities that will increase internal engagement. In February 2011, we conducted the fourth annual survey to review the impact of the improvements that had been implemented at a local, national and pan-European level.

Our survey consists of 25 attribute questions, including topics such as leadership, communications, working conditions and personal development, focusing on what it feels like to work for Ricoh. The online questionnaires are distributed in 14 different languages to ensure everyone is able to participate in their native language.

In the 2011 survey, the question “I’m satisfied working for Ricoh” achieved the score of 3.7 out of 5. This compares favourably with the industry benchmark figure of 3.4, provided by TNS, our survey partner.

### Ricoh Code of Conduct

The Ricoh Code of Conduct defines the behaviours, values and ethics we will maintain as an employer and expect all our employees to follow in their day to day activities. It is distributed to all employees and we have included a question in the Employee Survey to check that people understand how the Code of Conduct applies to their job.

The Code of Conduct defines our policies relating to the CSR Charter, including political donations, corruption and any type of discrimination. Any infringement of the Code of Conduct is dealt with through our disciplinary process, in line with local legislation.

## People

### Learning and Development

We offer our people a learning culture where they can access learning and development opportunities to support their continued professional development. Training, networking and various open forums encourage employees to share ideas openly and work in a collaborative setting to move new ideas forward. Not only do we recognise the importance of appropriate learning and development as a means of improving employee contribution to Ricoh's goals, but we actively encourage continuous improvement and personal development of our employees to help them achieve their immediate and longer-term career objectives. We support employees to:

- obtain appropriate professional qualifications and experience to enhance performance and grow in their current role, or for their further development
- develop new techniques, knowledge and skills in their specialist field, and anticipate trends in the broader environment
- undertake appropriate training and developmental assignments to fulfil their potential.

Through the Ricoh Academy, we offer an integrated approach to learning and development, which includes online and classroom-based training courses across the EMEA region. eLearning platforms and tools allow us to address a much larger audience with the most current information in a very short time in comparison to traditional classroom learning. A blended learning approach reduces the need for travel and therefore the overall CO<sub>2</sub> footprint. Our eLearning platforms are also available to Ricoh distributors and dealers to ensure that their service engineers can provide the same level of expertise as our own employees.

We have established two electronic learning platforms, "WICE" and "eLinc", to develop the skills and knowledge of our people. These learning programmes can also help employees achieve internationally recognised certifications:

- WICE provides dedicated self learning and online training packages for our technical service engineers to develop their knowledge on the latest products, technology and software
- eLinc is focused on our service and sales force, providing online courses to develop product knowledge and other skills

We are constantly developing and updating our learning and development programmes, courses and content to meet the changing needs and demands of our business, employees and customers. We have been working in partnership with the Institute of IT Training (IITT) in developing our standards and have an accreditation programme in place across our major training organisations.

Our continuing focus is to ensure our employees are equipped with the appropriate skills, competencies and personal development, to better serve our customers' needs in a rapidly changing environment with an increased emphasis on consulting, project management and change management skills.

Ricoh's Learning and Development professionals have a broad range of external accreditation and qualifications to ensure that the highest standards of development and delivery are maintained.

If you would like more information about working at Ricoh, please visit:

[www.ricoh-europe.com/about-ricoh/ricoh-overview/careers](http://www.ricoh-europe.com/about-ricoh/ricoh-overview/careers)





# Society







“We work with local and national partners to support community projects and we understand that our employee time can add great value within the regions where we operate. We recognise that involvement in such projects allows our people to use their skills and expertise to benefit others within their community, and to also learn more about themselves. It is therefore our policy to enable our employees to dedicate some of their working time to make these projects happen. During 2010, more than 20% of our employees were involved in community projects all around Europe.”

**Hank Sakai, Executive Vice President, CSR Division**

## Our Strategy

In line with the Management Philosophy established in 1936 by Ricoh’s founder, we seek to enrich the lives of the people around us through the professional expertise we provide and our personal daily actions.

We have worked for a number of years with local and national partners across Europe on projects that benefit the local community. We encourage our people to use their skills, energy and ideas to make an active contribution to society through these projects and activities. While we also provide funding for many community projects, we recognise that the involvement and engagement of our people has a far greater impact on the local community than financial contribution alone.

## Moving Ideas Forward

We take a proactive approach to encouraging our employees to become involved in the community. As a result, Ricoh Operating Companies and Head Offices are engaged in local projects that allow employees to use their skills to make a noticeable difference in the local area. Involving our people increases engagement and team working.

The Ricoh Europe CSR Steering Committee has developed a Community Involvement Policy which defines standard selection criteria for Ricoh community projects (see below). This ensures consistency across Ricoh Europe’s activities within the community.



Range of Ricoh community projects

## Community Project Selection Criteria

To be considered for inclusion in the “Moving Ideas Forward” programme, a community-based initiative must meet at least two of the following criteria:

1. Complement the core activities and / or core values of Ricoh Europe
2. Create added value to our society:
  - In relation to education among young and / or underprivileged people and / or
  - By making a positive impact on the natural environment
3. Involve our employees to increase their commitment to Ricoh

## Global Eco Action Day

In June 2010, Ricoh participated in the fifth Ricoh Global Eco Action Day in support of the UN World Environment Day. All Ricoh offices around the world ran carbon and energy saving campaigns in which employees were involved both at work and home. The activity fully aligns with Ricoh's environmental commitment to reduce CO<sub>2</sub> emissions by 1% per employee per year. All Ricoh companies across Europe organised their own environmental initiatives designed to save energy and promote environmental awareness among employees and their families, such as switching off the lights, lifts, air-conditioning, Ricoh signs, etc. Some examples of activities include:

- In Germany we organised a number of environmental activities, e.g. cleaning the area around the head office which resulted in the collection of 7m<sup>3</sup> of rubbish; offering an organic menu in the canteen; cycling to client meetings; adjusting the settings of 30 refrigerators to save energy; and collection of clothes and donation of 70 bags to social services.



Ricoh Germany volunteers collecting rubbish

- In Italy we ran the campaign "Make the world better through your thinking" during which employees were invited to make donations via company green boxes. The contributions were used to maintain a green area and planting activities around the office.
- In Belgium we encouraged employees to use public transport or car-share with colleagues, which resulted in reducing CO<sub>2</sub> emissions by 108kg. Total Cost of Ownership lunch presentations and an Eco Quiz were organised to raise awareness of Ricoh's

green services and the natural environment.



Global Eco Action Day poster

- In the UK we conducted two volunteering events. The first one was held at the Forest of Marston Vale, Bedfordshire, UK, and involved 33 employees removing ragwort from the meadows, clearing nettles and planting wild flowers. The second event was held at the Riding for the Disabled Association Millers Nook Riding School, and involved 11 employees cleaning the stables and assisting during riding lessons.



Ricoh UK volunteers assisting in riding lessons

- In the Netherlands we organised guided lunch walks in a nature reserve that is located in the vicinity of houses, offices and an industrial zone.
- In Norway we organised a mobility week competition promoting sustainable commuting to work.



## Society

- In Spain we held a competition for the best biodiversity photo. In total, 120 pictures were submitted and displayed in the office competing for the Best Picture Award.



Best biodiversity photo, Ricoh Spain

- In France we worked with ECOLOGIC, a governmental organisation, to set up a WEEE (Waste of Electrical and Electronic Equipment) collection point for Ricoh employees to dispose of batteries and electronic waste such as vacuum cleaners, TV sets and DVD players on their way to work. On the site, the ECOLOGIC volunteers explained to employees the appropriate way to dispose of electrical waste and various recycling methods. As a result of the initiative, 130kg of WEEE and 24kg of batteries were collected.



WEEE collection point for Ricoh France employees

- 46 employees from the Ricoh Europe Head Office in London participated in the “3 Rivers Clean-up” project organised in cooperation with Thames21, an environmental charity

aiming to bring London's waterways to life. The employees removed litter from the river and its banks, and pulled out invasive species such as Himalayan balsam. ‘Eco-Warriors’ encouraged staff to save energy and paper resulting in CO<sub>2</sub> emissions being reduced by 112.62kg.



Removing litter from the river in London

- Ricoh International, Ricoh Europe (Netherlands) B.V. and Ricoh Europe SCM organised a ‘Tyre pressure’ checking service for employees and visitors to ensure safe driving, reduced fuel costs and lower CO<sub>2</sub> emissions.



Checking car tyre pressure in the Netherlands



Other projects carried out in the 2010 financial year across Europe included:

### Tree planting, UK

In March 2011, Ricoh UK held its second annual tree planting event. 111 Ricoh UK employees planted 4,500 trees at the forest of Marston Vale in Bedfordshire, UK.



Ricoh UK employees planting trees

### Cycle to Work, Germany

In summer 2010, employees in Germany participated in the fourth annual three-month "Cycle to work" campaign, encouraging employees to go by bike to work to raise awareness about the environment. 85 employees covered a distance of more than 32,000km cycling from home to work.



Ricoh Germany employees cycling to work

### Volunteering, Ricoh Europe

Ricoh Europe employees participated in a number of volunteering events, including renovating the outdoor areas at Cyril Jackson Primary School, London. Other employees worked with Southfields Community College, London to educate and raise awareness of healthy eating among pupils through games and cooking sessions in support of the UN International Volunteer Day 2010.



Ricoh Europe employees supporting a London Primary School

### Nursery makeover, Hungary

In October 2010, 90% of employees in Hungary helped to renovate a local nursery school during a two day volunteering event.



Painting the nursery school fence, Hungary

### Supporting War Child, Netherlands

Since 2006, Ricoh Netherlands has supported War Child, a charity that protects children affected by war, through a number of campaigns. In 2010, this included organising a clothes collection in the office, producing War Child's annual report and 100 employees participating in a race in support of War Child.



Ricoh employees participating in "Running for Peace" race in Amsterdam to support War Child



### Supporting children with heart problems, France

Ricoh France supports Mécénat Chirurgie Cardiaque, a charity organisation that helps children with heart diseases, through a number of campaigns. In 2010, employees participated in bike races, printed press packs and posters for the team “Cyclists of the heart” taking part in Tour de France 2010, and organised a Christmas sale at the Ricoh office.



Cycling for Mécénat Chirurgie Cardiaque, France

### Art & Marges, Belgium

Ricoh Belgium supports Art & Marges Musée (a museum that promotes disabled artists) in a number of different ways, including donating printers and MFPs, and by producing catalogues, posters and educational and commercial materials.



Educational activity with children in the Art & Marges Musée, Belgium

### Fundraising, Spain

In 2010, a European Year for Combating Poverty and Social Exclusion, Ricoh Spain launched a Christmas Campaign and organised fundraising activities in the office. As a result, a sum of €10,000 was donated to an international charity organization, Caritas, dedicated to human advancement and development.



Ceremony of handing over a cheque to Caritas, Spain

### Reforestation Project, Switzerland

For the second time, Ricoh Switzerland, in cooperation with a non-profit foundation Bergwaldprojekt, organised a volunteering day to prevent deforestation in mountainous terrains.



Clearing the area around the trees to allow them to grow, Switzerland

To find out more about our social actions globally, please visit:

[www.ricoh.com/csr/activity/soc\\_harmony/index.html](http://www.ricoh.com/csr/activity/soc_harmony/index.html)





## Results Summary



### Key Sustainability Indicators

The following results are the key indicators used by Ricoh Europe to measure the progress of our sustainability strategies and the initiatives described in this report.

Integrity in Corporate Activities	Source	2006	2007	2008	2009	2010	GRI
Turnover (€ Billion)	Internal	-	3.5	3.3	3.4	3.5	EC1
Committed customers	TNS Survey	-	47%	51%*	-	56%**	PR5
Customers who would repurchase from us	TNS Survey	-	65%	68%*	-	73%**	PR5
Customers who would recommend us	TNS Survey	-	68%	68%*	-	73%**	PR5
Overall customer satisfaction	TNS Survey	-	65%	63%*	-	68%**	PR5

\* The study included 9 countries

\*\* The study included 10 countries

Harmony with the Environment	Source	2006	2007	2008	2009	2010	GRI
Total recycled & reused items (parts + toners)	Internal	190,936	210,427	228,692	247,576	297,049	EN26
Paper used at RE offices (Reams)	Internal	181,913	137,340	161,578*	147,005	147,087	EN1
General waste (tons)	Internal	3,611	1,247	1,288*	1,291	953	EN22
Toner cartridge – recycling ratio	Internal	93.0%	94.0%	94.3%	95.26%	95.02%	EN2
Copiers / MFPs – recycling ratio	Internal	98.0%	97.0%	97.8%	93.53%	97.64%	EN2
Total CO <sub>2</sub> emissions (tons)	Internal	59,469	56,530	63,819*	53,423	57,503*	EN16
Year on year reduction of CO <sub>2</sub> (tons)	Internal	7,959	2,939	-7,289	10,899	-4,080	EN18

\* 2008 figures have been updated following the integration of Infotec

\* 2010 figure has increased due to Ricoh acquisitions

Respect for People	Source	2006	2007	2008	2009	2010	GRI
Employees satisfied working for Ricoh	TNS Survey	-	-	70%	68%	67%	-
Employee resignations	Internal	7%	12%	2%	6%	8%	LA2
Staff receiving appraisal	Internal	75%	91%	56%	64%	90%	LA12
Training days per FTE	Internal	3.7	4.4	3.6	2.8	3.4	LA10
Accident rate	Internal	-	-	1.0%	1.4%	1.3%	LA7
Number of registered WICE users (direct)	Internal	4,392	4,614	5,259	5,889	6,338	LA11
Number of WICE exams passed (direct)	Internal	17,847	22,545	25,916	18,724	16,362	LA11

Harmony with Society	Source	2006	2007	2008	2009	2010	GRI
Number of employees involved in community volunteering	Internal	-	-	1,660	2,861	3,478	-
Total volunteer hours spent in the community (during working hours)	Internal	-	-	6,702	9,983	10,591	EC8
Total charitable donations	Internal	-	-	€424,715	€683,737	€590,591	EC8

## GRI Assessment

This report has been self-assessed by Ricoh Europe's CSR Steering Committee and meets the "GRI B" criteria, as it includes more than 20 relevant indicators. Full details of this assessment are available in the CSR section on our website, [www.ricoh-europe.com/about-ricoh/our-principles/csr/sustainability-reporting/](http://www.ricoh-europe.com/about-ricoh/our-principles/csr/sustainability-reporting/)

	Level C	Level B	Level A
Self-Declared		Yes	
Third Party Checked		No	
GRI Checked		No	

## About Our Brand

Moving Ideas Forward. It's the way we communicate our brand and encapsulates everything we stand for as a business.

Through our shared expertise, and track record in innovation since we started in 1936, we are able to add real business value and identify new opportunities for our customers. This in turn helps our customers achieve their goals. At Ricoh, this is what we call Moving Ideas Forward.

We understand that everything in life is connected. It is through our ability to make and understand these connections, and share this knowledge, that we move ideas forward. The inspiration for this can come from anywhere and it is something we are really passionate about.

We bring our Moving Ideas Forward ethos to life through our connection in sports. Through partnerships with the tennis ATP World Tour and the Ricoh Women's British Open golf tournament we illustrate our commitment to teamwork; it is this combined focus that helps us all to succeed.

If you want to learn more about our brand, please visit [www.ricoh-europe.com/about-ricoh/brand-sponsorship/](http://www.ricoh-europe.com/about-ricoh/brand-sponsorship/)

## Your Feedback

If you have any comments or questions about this report, please contact Ricoh Europe's CSR Division at [csr@ricoh-europe.com](mailto:csr@ricoh-europe.com)

## About Ricoh

Ricoh Company, Ltd. (Ricoh Company) is a Fortune Global 500 company specialising in technology and services that transform high volume, document intensive business processes into more efficient ones. This is achieved through Ricoh's expertise in Managed Document Services, Production Printing, Office Solutions and IT Services.

By working with Ricoh, businesses can streamline the way they work, become more efficient and profitable, and share knowledge more effectively within their organisations. With a global workforce of 109,014, Ricoh operates in Europe, the Americas, Asia Pacific, China and Japan.

Ricoh Europe Holdings PLC is a public limited company and the EMEA headquarters of Ricoh Company with operations located in London, United Kingdom and Amstelveen, the Netherlands. In the fiscal year ended 31 March 2011, revenues from Ricoh's EMEA operations totalled ¥413.9 billion (approx US\$4.99 billion). Ricoh Company's worldwide sales totalled ¥1,942 billion (approx US\$23.4 billion) during the year ended 31 March 2011.



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