

Develop and Utilize Diverse Human Resources

<p>Target for 2030</p>	<p>■ Create frameworks and workplaces so that the Fujifilm Group's diverse may exert their capabilities and creativity to the fullest extent.</p>
	<p>To create and develop a high-growth business and accelerate the global expansion in an ever-changing business environment, it is important for a company to develop human resources who support such business by creating an environment where diverse employees can exert their capabilities to the fullest extent. The Fujifilm Group has been creating frameworks to find, foster, and utilize human resources from a global group-wide viewpoint. Fujifilm Group also provides necessary training to develop human resources worldwide who can proactively create innovation to adjust to social changes. We are also working to develop a corporate culture in which each member of our diverse employees can exert their capabilities, embracing differences of gender, nationality, disability, and age.</p>
<p>Outline of Activities in FY2017</p>	<p>■ [Target] Increase the rate of international employees (i.e., non-Japanese) in major positions.</p> <ul style="list-style-type: none"> ● Enhanced collaboration and discussion with HR officers in the US, Europe, China and the Asia Pacific region to achieve optimum HR allocation and appointments globally. (FF) ● Five overseas subsidiary employees were accepted on the On the Job Training program in Japan. (FX) <p>[Target] Improve the rate of women in managerial positions.</p> <ul style="list-style-type: none"> ● Percentage of women in executive and managerial positions increased from 3.4% in 2011 to 7.5% in FY2017. (FX) <p>[Target] Keep exceeding the legally stipulated rate of employment of people with disabilities.</p> <ul style="list-style-type: none"> ● The rate of employment of people with disabilities in June 2018 was 2.3% (by the group-wide calculation method under FUJIFILM Holdings). <p>[Target] Achieve zero retirement of employees caused by nursing care, childbirth, and childcare.</p> <ul style="list-style-type: none"> ● Number of employees permitted to work-at-home for childcare and nursing care increased by 2.7 times compared to FY2014. (FX) ● Introduced the Paid Leave by the Hour system in Fuji Xerox in addition to Fujifilm in April 2018. ● Held seminars for employees returning from childcare leave and their managers to raise awareness on how to make their return to work smooth. (FF) ● Held specialist seminars to prevent employees quitting their job for nursing care; increased support offices for nursing care. (FF) <p>[Other major activities]</p> <ul style="list-style-type: none"> ● Held Global Highly Specialized Engineer Meeting for the first time to invite engineers from across the world. (FF) ● Started the Future Leaders Challenge Program for young employees in Jan 2018. (FX) ● Fuji Xerox Tokyo received the Excellence Prize under the Minister of Health, Labour and Welfare's awards for enterprises that promote telework (Shiny Telework Prize) in FY2017. <p>Related Data and Information: Personnel and Labor Page 58, 60 FH: FUJIFILM Holdings FF: Fujifilm FX: Fuji Xerox</p>
<p>Future Activities and Targets</p>	<ul style="list-style-type: none"> ● Enhancement of human resources training on compliance awareness, management skills, customer-oriented problem solving skills, and globally applicable skills. ● Further dissemination and acceleration of Work Style Innovation to realize diverse work styles with high productivity. (FF) ● Work style reform focusing on thorough business streamlining, work environment to exert employees' capabilities, and thorough labor compliance. (FX)



● Human Resource Development

Fujifilm

Fujifilm offers training programs for employees—from new graduates to managements—to enhance their individual roles and to create a corporate culture where employees and

managers are closely involved in their staff development. We aim to develop professionals who improve their capabilities on their own initiative and acquire highly marketable strengths, and exert their diverse personalities. To this end, as well as conducting career training to develop the strengths of our employees at each stage, we are providing systematic and

planned leadership development. We are also conducting training to enable employees to gain skills and competencies, and the basic skills needed by people working for organizations and functions such as R&D, production, sales and marketing, administration, etc.



Global HR conference was held to build systems for the worldwide human development

We are also implementing measures to foster global human resources based on scheduled training to develop global skills and mindsets, and improving the capabilities of our employees to work globally. For Japanese employees due to be appointed to positions overseas, we are introducing planned practical training and overseas onsite training to enable employees to gain practical experience in local workplaces. For employees of overseas subsidiaries, we are also implementing training for managers and training programs to disseminate the FUJIFILM WAY to all across the Group. In FY2017, we held the Global Highly Specialized Engineer Meeting for the first time. Our engineers from across the world and with different specialties exchanged ideas through discussions concerning the Group's technologies and issues.

Further, we have started building a framework to find, foster, and utilize excellent talent so that such employees can be appointed to their optimum positions—even beyond national borders. We also conducted a meeting with HR officers from the US, Europe, China, and the Asia Pacific, and we are now implementing concrete plans.

Fuji Xerox

Fuji Xerox seeks human resources who can think and act on their own, and are able to adapt to changes and initiate innovation. We are striving to improve both individually and organizationally to ensure that every employee can develop their competency in a self-reliant and self-controlled way, empowering them to create careers in which they can feel a sense of their own growth. In FY2017, we continued providing education programs based on both of job category and career stages. We are encouraging our employees to adopt a more global outlook in two ways: by appointing personnel from overseas to Japan and by sending Japan-based personnel overseas. We also invited two students from India in FY2017 as a part of the internship program under collaboration with overseas universities. In the job rotation program to appoint overseas employees to Fuji Xerox divisions in Japan, we appointed five employees to Japan in FY2017. The participants completed the program and are now actively working in different countries.

Since FY2011, employees of affiliated sales companies in Japan have been able to apply for overseas training programs. In FY2017, we appointed 22 young employees from Fuji Xerox and affiliated sales companies in Japan overseas. We will continue to appoint young employees overseas in FY2018 too. In January 2018, we also started Future Leaders Challenge Program (28 participants) for which young employees across all the affiliated companies

in Japan can apply. This program is designed to develop the international leadership skills required by future business managers. The participants will have a number of sessions that include not only language training and mindset development, but also discussions and dialogues with top global leaders from both inside and outside the company.

Diversity

Fujifilm

Fujifilm has been implementing Work Style Innovation activities, aiming to become a company where diverse employees can utilize their individual strengths to demonstrate their capabilities in effective ways of working that produce results. We have been continuing these activities based on the three principles of (1) Work style reform; (2) Skill exertion for diverse employees; and (3) Enhancement of support systems. Together, these activities generate synergetic effects.

In the area of work style reform in FY2017, we are advancing further working efficiency by business process visualization through utilization of IT, and process reform through Robotic Process Automation (RPA), in addition to our conventional work style reforms. The time created by such working efficiency advancement is then used for self-development, forming human networks, and enriching family life. Feeding back what the employees gained through such extra-work activities to the job, we continue a running cycle of human growth that benefits both individual employees and the company. Toward enhancing our support systems, jointly with employees, we provided seminars and events for those employees who are about to face new life stages to help them experience such life changes smoothly. Further, as a part of diversity enhancement, the entire Fujifilm Group set a medium to long-term expansion target for the employment of people with disabilities, in addition to those re-employed after retirement. We formed the employment expansion support

Measures taken in Work Style Innovation

- **Work style reform (Each one of us tries to develop ways to increase productivity and results per hour)**
 - Utilization of IT tools (Company-wide installation of Google Apps, holding IT-based work style reform events in all business sites, computerization of internal paper forms)
 - Less paper usage promotion
 - More efficient meetings (Facilitation seminars)
 - Reducing long working hours (Two leave-office-on-time days per week, work hour record check, and consultations at workplaces)
 - Raising awareness and reforming business processes (Training programs for selected managers and work style reform activities in each workplace)
 - Lectures by experts
- **Skill exertion for diverse employees (Utilize their strength in work regardless of gender or age)**
 - Career design training program for women employees (for those in their fifth year of employment)
 - Diversity management training program (for managers of female workers)
 - Career development training program (for employees in their 30s)
 - Career life design training program (for employees in their 50s)
- **Enhancement of support systems (Company supports flexible ways of working for childcare or nursing care)**
 - Introduced work-at-home system and Paid Leave by the Hour system
 - Support for care and work balance (Survey of employees involved with nursing care, care and work balance support seminar, and increased support offices for nursing care)

scheme across the Group companies to generate more job opportunities to match different people and to improve the job retention rate.

Fuji Xerox

Cultural Diversity is one of the value statements that compose Fuji Xerox's Shared Values philosophy. Our activities based on this statement are highly appraised externally.

The work-at-home system for employees engaged in childcare or nursing care to support their work-life balance and productivity improvement showed a 90% satisfaction rate by those who used the system. The number of users also increased from 129 in FY2014 to 344 in FY2017 (144 men and 200 women). Particularly, the number of male users was 4.5 times the FY2014 figure. Further, the Paid Leave by the Hour System was newly introduced to Fuji Xerox and its domestic affiliated companies in April 2018 to enable more flexible time-off practices.

As for the women empowerment in FY2017, issues concerning the performance appraisals and work environment of reduced work hour program users were raised in the All Fuji Xerox Women Empowerment Promotion Meeting. In response to the discussion, we published the Managers' Guide to Support Employees in Childcare. This guide systematically compiles explanations about systems, communications, and performance appraisals for employees who are involved with pregnancy, childbirth, and childcare at each stage. Especially for performance appraisals, the guide clearly instructs managers to set up appropriate job targets for those who use reduced work hour program. This is aimed to help employees satisfy both of work and childcare through

Major awards received by the Fuji Xerox Group in FY2017

- Fuji Xerox Tokyo: the Excellence Prize under the Minister of Health, Labour and Welfare's awards for enterprises that promote telework (Shiny Telework Prize)
- Fuji Xerox Tama: Prize of Excellence, Tokyo Metropolitan Government Women's Empowerment Awards 2017
- Fuji Xerox Tama: Platinum *Kurumin* Certification
- Fuji Xerox Shikoku: Governor's Prize, Kagawa Women *Kirasapo* Awards 2017
- Fuji Xerox: *Eruboshi* Certification based on the Act of Promotion of Women's Participation and Advancement in the Workplace (Level 2)
- Fuji Xerox Mie: Mie Prefecture Governor's Award as a Business of Best Practice in Employment of Persons with Disabilities 2017

fair appraisals.

Fuji Xerox also promotes the active employment of people with disabilities and encourages understanding in workplaces, which has resulted in satisfying the legally stipulated rate of employment of people



Fuji Xerox has regularly held the All Fuji Xerox Women Empowerment Promotion Meeting since 2015, propelling group-wide promotion in affiliated companies in Japan.

with disabilities throughout the year (2.18% as of the end of FY2017). Out of 45 affiliated companies in Japan, 32 companies satisfied the legally stipulated employment rate as of the end of FY2017. Fuji Xerox will continue to improve this rate even after becoming a part of the group-wide calculation method under FUJIFILM Holdings from FY2018.

OPINION | Third-Party Opinion on "Work Style"



Mr. Naoki Atsumi
Member of the Cabinet Office Regional Work Style Reform Support Team

Profile
Mr. Atsumi graduated from the University of Tokyo in 1992. He joined Toray Corporate Business Research, Inc. in 2009 after working in several different think tanks. Dedicated to research in the field of diversity and work-life balance for 25 years, he has conducted interviews with 1,050 leading companies across the world and studied data from more than 10,000 companies. He has also worked as a consultant to give practical support to companies implementing diversity and work-life

balance measures. After being appointed as a governmental officer in public council roles, he is currently working as a member of the Cabinet Office Regional Work Style Reform Support Team to train new consultants who will promote work style reforms in medium-to-small companies in regions across Japan.

Hope to provide a positive influence to the industry through the work style reform support services to clients

The Fujifilm Group is known to be one of Japan's leading companies in the area of diversity and work-life balance. The Group has also been one of the top ranking companies in the "100 Best Companies Where Women Play Active Part" by Nikkei WOMAN, in which I have been involved as a committee member. Such efforts by the Fujifilm Group have been recognized by various public awards.

So it is good news for other corporations that the Fujifilm Group offers its Work Style Reform Support Service utilizing their practical knowledge that has been tried and tested in their own companies. Work style reform has now shifted from management-led to frontline-led. Let me describe the keys for successfully

changing a corporate culture. From the perspective of employees, the keys are "JFK³" in Japanese. J stands for *Jiritsu* (initiative). Employees need to manage both their work and private life on their own initiative. F stands for *Fukan* (a long-term view). Employees should set their own long-range targets for both their office and their family life, and calculate back to today to think what they can do to achieve those targets. Finally, K³ stands for *Kattou* (difficulties), *Kakuto* (struggles), and *Kakugo* (determination), to achieve those targets regardless of difficulties and long-term struggles. On the other hand, the keys for the company are the "CH³." Simply put, a company that keeps Challenging in a period of Change always manages to get a big Chance. I do really hope that the Fujifilm Group will bring about a successful outcome for its own work style reform and provide a widespread positive influence to Japanese industry through its solution service to corporate clients.

Response to the third-party opinion

Thank you very much for valuing our efforts toward work style reform within the Fujifilm Group. By utilizing the knowledge and experience that we have gained over the years through our own efforts for work style reform, we are offering various solution services to contribute to the improvement of work styles in society such as ongoing trials of teleworking and Smart Work Innovation to promote work style reform so that people can fully exert their creativity as described in this report. We believe that people are literally the human "resources" for a company's development, and that the company can only grow sustainably by enabling its employees to exert their capabilities to the fullest extent in the sustainable environment for them. We continue to help our diverse employees to enhance their own abilities and to work efficiently through various measures such as Work Style Innovation. At the same time, we will continue offering products, services and technologies that contribute to work style reform in society, by making best use of our awareness and realization gained through implementing internal reforms.

(CSR Group, Corporate Planning Division, FUJIFILM Holdings)