

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 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.



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

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)