



# Personnel and Labor (Fuji Xerox)

## Employment

### Composition of the Fuji Xerox workforce As of March 31, 2018

		Total	Male	Female
Regular employees 8,334	Executive officer*	18	18	0
	General employees	5,864	4,723	1,141
	Managerial personnel	2,363	2,212	151
	Senior expert	89	60	29
Non-regular employees 844	Temporary employees	248		
	Part-timers	3		
	Employees re-employed after retirement	593		
<b>Rate of female manager personnel (Target)</b>		14% by the end of FY2020		

\*Executive officer = All executive officer—Directors

### Status of regular employees As of March 31, 2018

	Total	Male	Female
Average age	46.0	46.9	41.3
Average length of employment (years)	20.6	21.3	17.0
Average number of dependents	1.19	—	—
Average annual salary* <sup>1</sup>	9 million yen	—	—
Utilization of paid leave* <sup>2</sup>	65.9%	—	—
Turnover rate* <sup>3</sup>	2.7%	2.6%	3.3%
Returning rate from childcare leave* <sup>4</sup>	97.1%	100%	96.4%
Retention rate after 3 years from reinstatement (childcare)* <sup>5</sup>	92.4%	100%	91.2%
Retention rate after 3 years from reinstatement (nursing care)* <sup>6</sup>	25.0%	50.0%	0.0%

\*1 Average annual salary is calculated for the period from January 1, 2017 to December 31, 2017.

\*2 Data on utilization of paid leave is calculated based on data for the period from January 1, 2017 to December 31, 2017.

\*3 Turnover rate =  $\frac{\text{Attrition} + \text{Retirement} + \text{New start for senior employees program}}{\text{Number of employees in Fuji Xerox at the end of preceding fiscal year (non-consolidated)} + \text{number of assigned employees}}$

Calculation methods for turnover rate by gender

Male turnover rate =  $\frac{\text{Male turnover}}{\text{Number of male employees}}$

Female turnover rate =  $\frac{\text{Female turnover}}{\text{Number of female employees}}$

\*4 Returning rate from childcare leave is calculated with the expiration date falls on April 1, 2017 to March 31, 2018.

\*5 Retention rate after 3 years from reinstatement

$\frac{\text{Number of employees as of the end of the current fiscal year among those returning to work after childcare leave in the second preceding fiscal year}}{\text{Number of employees reinstated after childcare leave in the second preceding fiscal year}}$

\*6 Using the same methods as \*5

### Recruitment

		Total	Male	Female
New graduate recruitment* <sup>1</sup>	Technical positions	102	39	16
	Administrative positions		23	24
Mid-career recruitment* <sup>2</sup>		31	23	8

\*1 Number of new graduates recruited for the fiscal year is confirmed at the beginning of April, 2018.

\*2 Number of mid-career recruitment represents those from April 2017 to March 2018.

### Employment of persons with disabilities

FY2013	FY2014	FY2015	FY2016	FY2017	Target
2.07%	2.06%	2.09%	2.22%	2.18%	More than 2.0% (throughout the year)

\*Data up to March 31, 2018.

### Re-employment

FY2013	FY2014	FY2015	FY2016	FY2017
524	506	554	554	173

\*As of March 31, 2018.

### Number of employees taking a leave of absence

		FY2013	FY2014	FY2015	FY2016	FY2017
Leave of absence for nursing care	Total	4	3	4	4	5
	Male	1	1	2	2	2
	Female	3	2	2	2	3
Leave of absence for childcare	Total	46	56	60	84	69
	Male	8	9	10	11	14
	Female	38	47	50	73	55
Leave of absence for volunteer work	Total	0	3	0	0	1
	Male	0	2	0	0	1
	Female	0	1	0	0	0

\*Number of regular employees (including contracted employees) who began a leave of absence during the relevant fiscal year (April 1, 2017 to March 31, 2018).

\*Number of employees who used the social service program.

### Number of employees taking a care leave (number of days)\*<sup>1</sup>

		FY2013	FY2014	FY2015	FY2016	FY2017
Nursing care leave* <sup>2</sup>	Total	26	26	44	59	84
	Male	16	17	27	40	64
	Female	10	9	17	19	20
Childcare leave* <sup>3</sup>	Total	284	298	314	373	386
	Male	97	86	147	206	213* <sup>5</sup>
	Female	187	212	167	167	173
Volunteer work leave* <sup>4</sup>	Total	15 (54)	18 (47)	20 (62)	11 (36)	7 (22)
	Male	11	12	16	8	5
	Female	4	6	4	3	2

\*1 Number of regular employees who began a leave during the relevant fiscal year (from April 1, 2017 to March 31, 2018).

\*2 Number of employees taking leave of nursing care leave under the "accumulated paid leave (nursing care for family members)," "nursing care for family members" and "one-day nursing care leave" programs

\*3 Number of employees taking childcare leave under the "accumulated paid leave (child healthcare)" and "child medical care" programs  
As a program equivalent to childcare leave, special leave (of 5 days at most) is granted for care of the eldest child at the time of birth of the second child.

\*4 Volunteer work leave shows the number of employees who took "accumulated paid leave (volunteer activity)" and the number of days spent for such activities. Total number of days is shown in parenthesis.

\*5 Including 53 taking a special leave when their wives' gave birth on and after the second child