

4.1 Employee Overview

* In regard to the numerical data in the section 4.1-4.4, when we use "Fujifilm Group", it refers to Fujifilm non-consolidated + Fuji Xerox non-consolidated unless otherwise specified

4.1.1 Basic Approach on Activities for Employees

Under our corporate slogan, "Value from Innovation," we are proactively reforming our business regardless of the quickly changing environment, aiming at generating value in society. To realize this aim, we value that each of our diverse employees has their own strengths and exerts their abilities to the fullest extent. We are establishing an environment to enable employees to create results through efficient manners of working, while collaborating with various stakeholders, both inside and outside the company.

4.1.2 Basic Data

Composition of Employees

As of March 31, 2019

Fujifilm Group (Fujifilm + Fuji Xerox)

	Total	Male	Female
Executive officer	31	31	0
Regular employees	11,815	9,835	1,980
Non-regular employees	1,333		

Fujifilm

	Total	Male	Female	
Executive officer (exc. Directors)	14	14	0	
Regular employees (Total: 4,710)	General employees	3,361	2,624	737
	Managerial personnel	1,160	1,110	50
	Senior expert	189	189	0
Non-regular employees (Total: 284)	Temporary employees	105		
	Part-timers	28		
	Employees re-employed after retirement	109		
	Other (Contract employees, etc.)	42		
Rate of female manager personnel (Target)	6% by the end of FY2020			

Fuji Xerox

	Total	Male	Female	
Regular employees (Total: 7,122)	Executive officer	17	17	0
	General employees	4,925	3,901	1,024
	Managerial personnel	2,094	1,955	139
Non-regular employees (Total: 1,049)	Contracted employees	86	56	30
	Temporary employees	412		
	Employees re-employed after retirement	637		
Rate of female manager personnel (Target)	14% by the end of FY2020			

Status of Regular Employees

As of March 31, 2019

Fujifilm

	Total	Male	Female
Average age	42.50	42.88	40.61
Average length of employment (years)	17.74	17.82	17.37
Average number of dependents	1.42	—	—
Average annual salary* ¹	8.9 million yen	—	—
Utilization of paid leave* ²	70.0%	—	—
Turnover rate* ³	2.63%	2.73%	2.18%
Returning rate from childcare leave* ⁴	100%	—	100%
Retention rate after 3 years from reinstatement (childcare)* ⁵	96.0%	100%	95.6%
Retention rate after 3 years from reinstatement (nursing care)* ⁶	100%	—	100%

*¹ Average annual salary is calculated for the period from January 1, 2018 to December 31, 2018. (excluding mid-career recruitment)

*² Data on utilization of paid leave is calculated based on data for the period from April 1, 2018 to March 31, 2019.

*³ Turnover rate =
$$\frac{\text{Attrition} + \text{Retirement} + \text{Voluntary} + \text{New start for senior employees program}}{\text{Annual average number of employees at FUJIFILM Corporation (non-consolidated)}}$$

*⁴ Returning rate from childcare leave is calculated with the expiration date falls on April 1, 2018 to March 31, 2019.

*⁵ Retention rate after 3 years from reinstatement (childcare)

$$= \frac{\text{Number of employees as of the end of March 2019 among those returning to work after childcare leave in FY2016}}{\text{Number of employees reinstated after childcare leave in FY2016}}$$

*⁶ Using the same methods as *⁵

Fuji Xerox

	Total	Male	Female
Average age	45.5	46.5	40.7
Average length of employment (years)	20.2	21	16.4
Average number of dependents* ¹	1.16	—	—
Average annual salary* ²	9 million yen	—	—
Utilization of paid leave* ³	72.3%	—	—
Turnover rate* ⁴	4.1%	4.0%	4.6%
Returning rate from childcare leave* ⁵	96.3%	100%	93.9%
Retention rate after 3 years from reinstatement (childcare)* ⁶	91.5%	91.7%	91.5%
Retention rate after 3 years from reinstatement (nursing care)* ⁷	50.0%	50.0%	50.0%

*¹ Average number of dependents

$$= \frac{\text{Number of dependents who have health insurance}}{\text{Number of employees who have health insurance}}$$

*² Average annual salary is calculated for the period from January 1, 2018 to December 31, 2018.

*³ Data on utilization of paid leave is calculated based on data for the period from January 1, 2018 to December 31, 2018.

*⁴ Turnover rate =
$$\frac{\text{Attrition} + \text{Retirement}}{\text{Number of employees in Fuji Xerox at the end of preceding fiscal year (non-consolidated) + number of assigned employees}}$$

Calculation methods for turnover rate by gender
 Male: Male turnover/Number of male employees
 Female: Female turnover/Number of female employees

*⁵ Returning rate from childcare leave is calculated with the expiration date falls on April 1, 2018 to March 31, 2019.

*⁶ Retention rate after 3 years from reinstatement

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

*⁷ Using the same methods as *⁶

Employment

Fujifilm

	Total	Male	Female	
New graduate recruitment* ¹	Technical positions	48	35	13
	Administrative positions	56	41	15
	Factory recruitment	2	0	2
Mid-career recruitment* ²	46	34	12	

*¹ Number of new graduates recruited for the fiscal year is confirmed at the beginning of April, 2019. (including graduates from university & graduate school)

*² Number of mid-career recruitment represents those from April 2018 to March 2019.

Fuji Xerox

	Total	Male	Female
New graduate recruitment* ¹	Technical positions	37	14
	Administrative positions	22	14
Mid-career recruitment* ²	87	80	7

*¹ Number of new graduates recruited for the fiscal year is confirmed at the beginning of April, 2019.

*² Number of mid-career recruitment represents those from April 2018 to March 2019.

Re-employment

Fujifilm

FY2014	FY2015	FY2016	FY2017	FY2018
13	19	37	45	65

* Employees re-employed after retirement during the relevant fiscal year (April 1 to March 31).

Fuji Xerox

FY2014	FY2015	FY2016	FY2017	FY2018
506	554	554	173	215

* Employees re-employed during fiscal 2018

Number of Employees Taking a Leave of Absence

Fujifilm

		FY2014	FY2015	FY2016	FY2017	FY2018
Leave of absence for nursing care	Total	3	2	4	3	5
	Male	1	0	2	1	3
	Female	2	2	2	2	2
Leave of absence for childcare	Total	43	53	49	45	36
	Male	1	5	3	3	1
	Female	42	48	46	42	35
Leave of absence for volunteer work	Total	0	0	0	0	0
	Male	0	0	0	0	0
	Female	0	0	0	0	0

* Number of employees who began a leave of absence during the relevant fiscal year.

Fuji Xerox

		FY2014	FY2015	FY2016	FY2017	FY2018
Leave of absence for nursing care	Total	3	4	4	5	4
	Male	1	2	2	2	1
	Female	2	2	2	3	3
Leave of absence for childcare	Total	56	60	84	69	96
	Male	9	10	11	14	35
	Female	47	50	73	55	61
Leave of absence for volunteer work	Total	3	0	0	1	1
	Male	2	0	0	1	1
	Female	1	0	0	0	0

* Number of regular employees (including contracted employees) who began a leave of absence during the relevant fiscal year (April 1, 2018 1 to March 31, 2019).

* Number of employees who used the social service program.

Number of Employees Taking a Care Leave (number of days)

Fujifilm

* Total number of days is shown in parenthesis.

		FY2014	FY2015	FY2016	FY2017	FY2018
Nursing care leave	Total	13	15	26 (130.5)	39 (162)	25 (148.5)
	Male	9	10	15 (103)	25 (137.5)	22 (138)
	Female	4	5	11 (27.5)	14 (24.5)	3 (10.5)
Childcare leave	Total	6	7	16 (161.5)	18 (141.5)	24 (97)
	Male	4	5	8 (117.5)	10 (86)	18 (85)
	Female	2	2	8 (44)	8 (55.5)	6 (12)
Child medical care leave	Total	48	59	73 (262)	96 (416)	96 (368)
	Male	9	16	31 (105.5)	44 (149.5)	42 (131.5)
	Female	39	43	42 (156.5)	52 (266.5)	54 (236.5)
Volunteer work leave	Total	0	1 (1)	0	0	1 (5)
	Male	0	1 (1)	0	0	1 (5)
	Female	0	0	0	0	0

*Number of employees who began a leave during the relevant fiscal year.

Fuji Xerox

		FY2014	FY2015	FY2016	FY2017	FY2018
Nursing care leave*2	Total	26	44	59	84	85
	Male	17	27	40	64	69
	Female	9	17	19	20	16
Childcare leave*3	Total	298	314	373	386	382
	Male	86	147	206	213	241*5
	Female	212	167	167	173	141
Volunteer work leave*4	Total	18 (47)	20 (62)	11 (36)	7 (22)	8 (50)
	Male	12	16	8	5	6
	Female	6	4	3	2	2

*1 Number of regular employees who began a leave during the relevant fiscal year (from April 1, 2018 to March 31, 2019).

*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 "oneday 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

4.2 Promotion of Diversity and Equal Opportunities for Employees

4.2.1 Basic Approach

The Fujifilm Group lists “Respect and promotion of diversity” and “Prohibition of discrimination” in Chapter 1 Respect for Human Rights of the Fujifilm Group Code of Conduct. We aim to become a robust organization that can contribute to a richer society by generating new values through respecting, accepting, and being inspired by each employee’s personality and individuality.

Fujifilm Group Code of Conduct Chapter 1 Respect of human rights

URL: <https://www.fujifilmholdings.com/en/about/philosophy/law/humanrights.html>

4.2.2 Activities to Promote Diversity

One of the Priority Issues listed in the Sustainable Value Plan 2030 (SVP 2030), FUJIFILM’s CSR Plan, states “Create frameworks and workplaces so that the Fujifilm Group’s diverse employees may exert their capabilities and creativity to the fullest extent.” Concretely, we set the following targets to progress work-style reform and diversity promotion: (1) Increase the rate of international employees in major positions (global target); (2) Improve the rate of women in managerial positions (global target); (3) Continue to exceed the legally stipulated rate of employment of persons with disabilities (in Japan); and (4) Achieve zero retirement of employees caused by nursing care, childbirth, and childcare (in Japan).

In April 2019, we revised the Fujifilm Group Charter for Corporate Behavior and Code of Conduct by reinforcing the description concerning respecting diversity and elimination of discrimination. The revised Code of Conduct was translated into 24 languages and global education was started for all Group employees across the world.

Percentage of Women in Regular Employees*

	Women
Fujifilm Group	16.7%
Fujifilm	16.7%
Fuji Xerox	16.8%

Percentage of Women in Managerial Positions*

	FY2018	Target (by the end of FY2020)
Fujifilm Group	5.8%	—
Fujifilm	4.3%	6%
Fuji Xerox	7.6%*	14%

* As there were errors in data, corrections were made for the results (as of October 31, 2019). The ratio in the above 2 items are not included in the scope of third party’s assurance.

Percentage of Employment of Persons with Disabilities*

	FY2014	FY2015	FY2016	FY2017	FY2018	Target
Fujifilm Group	—				2.32%	2.35%
Fujifilm	2.12%	2.10%	2.24%	2.27%		
Fuji Xerox	2.06%	2.09%	2.22%	2.18%		

* We disclose the actual percentage determined by the group-wide calculation method under FUJIFILM Holdings from FY2018. Data as of May 1, 2019.

System for a Work-life Balance

We have improved various programs that more than satisfy legal requirements in order to support a flexible work style according to the life event such as childcare and family care.

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Giving birth and childcare	Nursing care	Other
<ul style="list-style-type: none"> • Systems catering for pre- and post-birth requirements • Leave of absence for childcare • Use of stock leave* for childcare • Systems for employment while raising children • Three-person interview at the time of returning to work from childcare leave • Child medical care leave program (1 relevant child: 12 days per year; 2 or more children: 24 days per year) • Reduced work hour program (child in the third grade or lower) • Use of stock leave* for fertility treatment • Leave of absence for fertility treatment • Exemption from restrictions on non-scheduled hours worked and from work on holidays • Reinstatement to same workplace after leave of absence for childcare 	<ul style="list-style-type: none"> • Leave of absence for nursing care program • Nursing care leave program (1 care recipient: 12 days per year; 2 or more care recipients: 24 days per year) • Use of stock leave* for nursing care • Systems for employment while caring for a family member • Expansion of nursing care counseling office 	<ul style="list-style-type: none"> • Leave of absence for volunteer work, Using of stock leave* for volunteer work • Use of stock leave* for self development • Active Life Leave • Flextime • Discretionary labor system • Leaving the office on time (2 days per week) • Re-employment Program • Home Working System • Paid Leave by the Hour System

* Stock leave is a system enabling employees to accumulate unused leave time up to 60 days. Accumulated leave days may be used for treatment needed for personal health problems, rehabilitation, childcare, nursing care, and volunteer activities.

Fuji Xerox (All those systems provide for generous leave beyond that required by law.)

Giving birth and childcare	Nursing care	Other
<ul style="list-style-type: none"> • Maternity leave (paid) • Leave of absence for childcare program • Program for rehiring former employees who left the company for reasons such as spouse's transfer or childcare • Accumulated paid leave* for healthcare of employees' family* • Shortened working hours in pregnant and for childcare (from pregnancy to third grade of elementary school) • Limited off-hours work for childcare (until sixth grade of elementary school) • Limited late-night work for childcare (until six grade of elementary school) • Special leave for supporting the wife during her childbirth period (first child's birth: 2 days; second child's birth and thereafter: 5 days) • Leave of absence for birth support (one year leave system for fertility treatment) 	<ul style="list-style-type: none"> • Leave of absence for caring for a family member (maximum 2 years) • Limited off-hours work for caring for a family member • Limited late-night work for caring for a family member • One-day nursing care leave • Accumulated paid leave* for caring for a family member 	<ul style="list-style-type: none"> • Flextime • Homeworking system • Continuous service award special vacation; "refresh vacation" • Social service system (leave of absence program for employees participating in socially beneficial activities) • Accumulated paid leave* for volunteer activities • Leave of absence for education • Leave of absence for senior theme (support for senior employees' second career) • Flexible work schedules (support for senior employees' second career) • A program for transfer and a leave of absence due to accompanying a spouse's transfer

* Accumulated paid leave is a system enabling employees to accumulate unused leave up to 60 days. Accumulated leave may be used for healthcare, childcare, nursing care, and volunteer activities.

4.2.3 Freedom of Association

The Fujifilm Group clearly states that we maintain a smooth relationship between staff and management, while respecting the right to engage in collective bargaining and the right to enjoy freedom of association, as permitted by applicable laws, and rules in the country in which it conducts business. Such statements are included in the Fujifilm Group Code of Conduct and the Fujifilm Group Human Rights Statement.

Fujifilm Group Code of Conduct: Article 9, Chapter 1 Basic Labor Rights

[URL: http://www.fujifilmholdings.com/en/about/philosophy/law/index.html](http://www.fujifilmholdings.com/en/about/philosophy/law/index.html)

Fujifilm Group Human Rights Statement: Consideration for Fujifilm Group Personnel

[URL: https://www.fujifilmholdings.com/en/sustainability/vision/human/index.html](https://www.fujifilmholdings.com/en/sustainability/vision/human/index.html)

Composition of Labor Union Membership

As of March 31, 2019

	Union members	Proportion of union membership	Average age of union members
Fujifilm Group	8,083	68.3%	—
Fujifilm*1	3,191	68%	40.14
Fuji Xerox*2	4,892	69.3%	42.2

*1 Proportion of union membership = Ratio to regular employees

*2 Proportion of union membership = Ratio to regular employees excluding executive officers and senior experts (including managerial staff).

Revisions to Systems That Operate Based on Agreements between the Labor Unions and the Company (in the last five years)

Fujifilm

As of March 31, 2019

FY	Item
2014	<ul style="list-style-type: none"> • Revision of work regulations, wage rules and other labor-related regulations • Extension of the period of nursing care leave • Flexible application for the flextime (for pregnant, childcare, and nursing care) • Expansion of the domestic affiliates for secondment • Partial revision of work regulations, wage rules and other labor-related regulations
2015	<ul style="list-style-type: none"> • Partial revision of work regulations, wage rules, retirement allowance regulations and overseas travel regulations • Wider range of job assignment destinations within the Fujifilm Group in Japan • Introduction of Home Working System • Introduction of Paid Leave by the Hour System
2016	<ul style="list-style-type: none"> • Partial revision of travel expense rules and company house management regulations • Partial revision of collective labor agreement and wage rules due to establishing a new branch • Partial revision of collective labor agreement, written agreement and work regulations regarding childcare and nursing care leave
2017	<ul style="list-style-type: none"> • Partial revision of collective labor agreement and wage rules • Partial revision of collective labor agreement, written agreement and work regulations regarding childcare leave • Established rules for employees to drive their own cars to the office.
2018	<ul style="list-style-type: none"> • Partial revision of wage rules • Wider range of job assignment destinations within the Fujifilm Group in Japan

Fuji Xerox

FY	Item
2014	<ul style="list-style-type: none"> • Introduction of new work style (co-working hour system, homeworking system, remote working system for domestic sales)
2015	<ul style="list-style-type: none"> • Revision of working conditions, work support and employee welfare with consolidation of various programs at Group companies in Japan
2016	<ul style="list-style-type: none"> • Agreement between labor and management regarding the terms and conditions for applying a program to transfer and a leave of absence due to accompanying a spouse's transfer • Revision of systems for childcare and nursing care due to the change of the related laws • Change of starting point for reckoning on yearly paid vacation according to the systems at the Group companies in Japan
2017	<ul style="list-style-type: none"> • Labor-management agreement signed on the introduction of the Paid Leave by the Hour System on April 1, 2018 (February 2018)
2018	<ul style="list-style-type: none"> • Revision of regulations for employees working abroad (January 1, 2019) • Revision of regulations of travel expense (January 1, 2019) • Revision of personnel systems (April 1, 2019) • Expansion of coverage for remote working system (April 1, 2019) • Expansion of coverage for home working system (April 1, 2019)