

Develop and Utilize Diverse Human Resources

Target for 2030

Create frameworks and workplaces so that the Fujifilm Group's diverse employees may exert their capabilities and creativity to the fullest extent.

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 race, gender, nationality, disability, and age.

Outline of Activities in FY2018

[Target] Increase the rate of international employees (i.e., non-Japanese) in major positions.

- Identified important posts in overseas subsidiaries, and started successor training through training programs. (FF)
- Aiming at optimized assignments and best use of global human resources, promoted more communications and discussions among HR officers in Europe, North America, China, and the Asia Pacific region. (FF)



Creating workplace where every person is motivated as a part of Work Style Innovation (WSI)

[Target] Improve the rate of women in managerial positions.

- Percentage of women in executive and managerial positions increased from 3.4% in 2011 to 7.6% in FY2018. (FX)

[Target] Continue exceeding the legally stipulated rate of employment of people with disabilities.

- The rate of employment of people with disabilities in June 2019 was 2.35% (group-wide calculation method under FUJIFILM Holdings).
- Promoted employment of people with disabilities working together with group companies (workplaces tailored for people with disabilities, etc.). (FX)
- Distributed voice recognition software to help communications for employees with hearing problem. (FX)

[Target] Achieve zero retirement of employees caused by nursing care, childbirth, and childcare.

- 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)
- Prepared for enhanced home working system for childcare and nursing care (raising the maximum age of children requiring care, expanding system coverage to pregnant employees, and more flexible work locations in the use of the system) (effective from April 2019). (FX)

[Other major activities]

- Accepted intern students from overseas universities. (FF)
- Held a cross-industry exchange forum for women managers to support their careers. (FX)
- Distributed a Managers' Guide to Support Employees in Childcare. (FX)

FF: Fujifilm FX: Fuji Xerox

▶ **Related Data and Information:** **Management Performance** Page 70 *Promotion of Diversity and Equal Opportunities for Employees*

Future Activities and Targets

- Further disseminate and accelerate Work Style Innovation (WSI)* 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)

* Work Style Innovation (WSI): Activities implemented by Fujifilm to aim to become a company where diverse employees can utilize their individual strengths to demonstrate their capabilities in effective ways of working that produce results.

The Fujifilm Group believes that we can contribute to a richer society by generating new values through respecting, accepting, and being inspired by each employee's personality and individuality regardless of their backgrounds and values. We aim to be a robust

organization where diversified employees can exert their capabilities to the fullest extent.

In FY2018, we have achieved positive results on the percentage of women in executive and managerial positions, and the employment rate of people with