

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.

Fujifilm

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>

Fujifilm Group Human Rights Statement: Consideration for Fujifilm Group Personnel

URL: <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)

4.3 Health and Safety for Employees

4.3.1 Basic Approach

In Fujifilm Group Code of Conduct, the Fujifilm Group clearly states that we comply with applicable occupational health and safety laws and regulations, such as those designed to prevent workplace accidents. We also state that we aim to maintain and enhance safe, healthy and fit working environments by giving due consideration to the physical and mental health of our employees. In April 2019, we revised Fujifilm Group Occupational Safety and Health Policy to show concrete measures based on this Code of Conduct. We will put this idea into practice and promote activities.

Fujifilm Group Occupational Safety and Health Policy

The Fujifilm Group operates its businesses based on this policy, considering that the promotion of workers' occupational safety and health is the most important foundation of its corporate activities.

1. We will consider the occupational safety and health of employees including dispatched workers and contractors as the top priority, and maintain safe, healthy and fit working environments.
2. We will comply with applicable occupational safety and health laws and self-regulations, such as those designed to prevent workplace accidents and excessive working hours.
3. We will promote health and productivity management through proactively supporting employees to maintain and enhance their physical and mental health.
4. We will establish smooth communications between all the Fujifilm Group companies and their employees on promoting occupational safety and health.
5. We will actively and continuously provide employee education and training on occupational safety and health.

Established in January 2010, Revised in April 2019

Fujifilm Group Code of Conduct: Article 8, Chapter 1 Occupational Safety and Health/Health Promotion

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

4.3.2 Promotion System and Activities

Promotion System

In major business sites inside and outside Japan under FUJIFILM and Fuji Xerox, occupational health and safety officers are appointed. These officers create and implement measures and education programs to reduce occupational accidents and conduct self-checks using a designated checklist toward the target of zero workdays lost through accidents etc. They also monitor the progress of their measures. Further, each site sets its own measures to protect employees' health and safety, such as chemical substance management, depending on the nature of its business.

For promoting health and productivity management in workplace, the FUJIFILM Holdings Corporate Vice President and General Manager of the Human Resources Division is appointed as the Healthy Workplace Officer. Under this officer, the FUJIFILM Holdings Health Promotion Group is established to supervise a health promotion department in each company. We are keen to promote health across the group, and, particularly in Japan, the company is working closely with the Fujifilm Group health insurance association and industrial doctors maintain and promote healthy working lives for our employees.

Management of Risks Related to Health and Safety

Every year, each of the Fujifilm Group companies identifies the priority risk issues (including potential ones) in our business processes, creates and implements countermeasures, and follows up on progress. The priority issues and progress of each company are reported to the FUJIFILM Holdings ESG Committee and to the Board of Directors after due discussions. The health and safety of employees, including labor issues, are also included in the above process, and managed as one of the factors to be discussed as a part of company-wide risk mapping. For more details of the Fujifilm Group's risk management process and priority risk mapping, see 2.2.3 *Risk Management Promotion Structure* in this report.

4.3.3 Progress and Results

Work accident rate and work accident severity

Fujifilm

Industry average in parenthesis*3

	FY2014	FY2015	FY2016	FY2017	FY2018	Target
Work accident rate*1	0.00 (0.40)	0.20 (0.24)	0.00 (0.37)	0.30 (0.28)	0.00 (0.47)	0
Work accident severity*2	0.00 (0.13)	0.00 (0.00)	0.00 (0.01)	0.00 (0.01)	0.00 (0.01)	0

Fuji Xerox

Industry average in parenthesis*3

	FY2014	FY2015	FY2016	FY2017	FY2018	Target
Work accident rate*1	0.00 (0.16)	0.20 (0.11)	0.00 (0.18)	0.37 (0.38)	0.18 (0.36)	0
Work accident severity*2	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.01)	0.001 (0.01)	0

*1 Work accident rate = $\frac{\text{Number of employees involved in work accidents}}{\text{Gross number of hours worked}} \times 1,000,000$

*2 Work accident severity = $\frac{\text{Number of workdays lost}}{\text{Gross number of hours worked}} \times 1,000$

*3 Source for industry average: FY2017 Survey on Industrial Accidents, Ministry of Health, Labour and Welfare

Number of Fatal Work Accidents

		FY2016	FY2017	FY2018	Target
Fujifilm Group	Employees	0	0	0	0
	Contracted	0	0	0	0
Fujifilm	Employees	0	0	0	0
	Contracted	0	0	0	0
Fuji Xerox	Employees	0	0	0	0
	Contracted	0	0	0	0

Occupational Health and Safety Committee

The Occupational Health and Safety Committee convenes with same number of labor and management representatives, in compliance with laws and regulations.

Number of Employees Taking Occupational Health and Safety Training

	FY2018
Fujifilm Group	13,289
Fujifilm	3,169
Fuji Xerox	10,120

* Including executive officers and employees employed indirectly

FUJIFILM Holdings was recognized under the 2018 Certified Health and Productivity Management Organization Recognition Program (Large Enterprise Category)—White 500 for the third consecutive year since 2016.



4.4 Human Resource Development for Employees/Talent Attraction and Retention

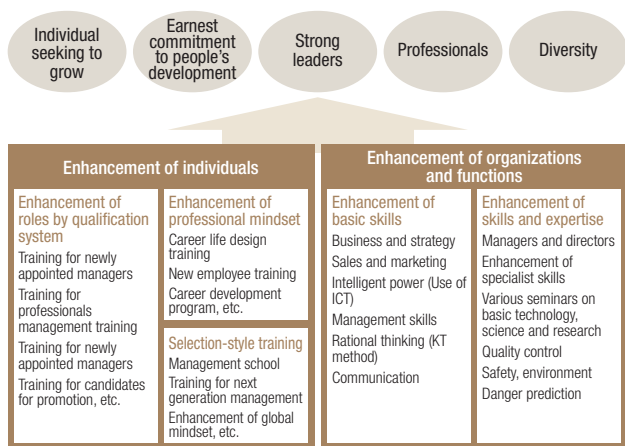
4.4.1 Basic Approach

The Fujifilm Group values human resource development as we believe that individual growth will lead to the company's growth. In order to accelerate the global development of a company in a rapidly changing business environment, it is indispensable that each employee initiates their own reforms by sensitively detecting and responding to social changes from a wide viewpoint while maintaining their own strengths as a professional. We are working to develop a corporate environment where individuals and organizations can enhance their capabilities and concentrate on their tasks through exerting their abilities to the fullest extent and thereby improve their careers.

4.4.2 Human Resource Development Programs

Human Resource Development Programs

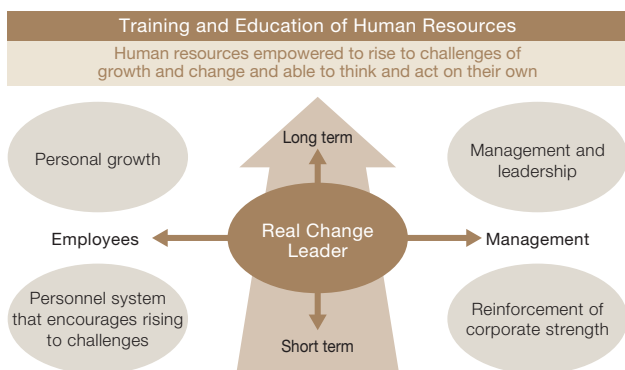
Fujifilm's Human Resource Development



Fujifilm's Training to Develop Global Human Resources

● For Japanese employees	
For employees appointed to overseas positions	Training prior to overseas appointment
	Training to develop overseas managers
Overseas onsite training	Short-term onsite training system
	Overseas trainee system
	Overseas study system
For interested employees	Language lessons, distance-learning (languages)
For technical position	MOT (technical management) training
● For employees of overseas subsidiaries	
Development of global leadership	FUJIFILM Global Leadership Seminar
	FUJIFILM Regional Leadership Seminar
Dissemination of corporate philosophy	FUJIFILM WAY Training

Fuji Xerox's Human Resources Development



Training and Development Inputs

As of March 31, 2019

	Number of total hours	Number of hours per each employee	Number of total cost	Number of cost per each employee
Fujifilm	26,752	11.25	169,756 thousand yen	71,386 yen
Fuji Xerox*	88,950	11.4	274,992 thousand yen	35,138 yen

*Including executive officers and employees on temporary assignment

4.4.3 Performance Appraisal

	Employee percentage of the individual performance appraisals by the target management
Fujifilm Group	100%
Fujifilm	100%
Fuji Xerox	100%

4.4.4 Employee Engagement

Fujifilm Group Employee Awareness Survey

In December 2017, we conducted a survey of all 93,000 Group employees to study their understanding of company policies and awareness of compliance (response rate: 97%). The survey found that 84% of employees felt proud to be working in the Fujifilm Group.

Fuji Xerox Employee Engagement Survey

In addition to the Fujifilm Group Employee Awareness Survey, Fuji Xerox has conducted its own employee motivation survey based on the group-wide index Core Morale*¹ at its affiliated companies and sales companies in Japan and overseas. In conducting this survey, they have arranged it in accordance with the conditions in each region and country. In FY2018, they revised the questionnaires in Japan and renamed this survey to “Engagement Survey.” This enabled them to maintain continuity with their past results and measure the self contribution awareness to the company and the performance of expected contribution for companies both inside and outside Japan. In FY2018, 30,283 people (94.8% of target employees) responded to the survey.

	Coverage	FY2015	FY2016	FY2017	FY2018
Scores of Core Morale,* ² employee awareness indices	Fuji Xerox (non-consolidated)	3.36	3.38	3.33	3.37
	Japanese sales companies	3.43	3.40	3.35	3.34
	Japanese affiliate companies (excluding sales companies)	3.23	3.26	3.26	3.27
	Overseas affiliate companies (marketing and administration)	-	3.55	3.56	3.53

*¹ Core Morale is a set of five indices Fuji Xerox regards as important to understand employees' morale. The five indices are: Job fulfillment, Workplace fulfillment, Trust in supervisors, HR operation satisfaction, Organization operation satisfaction.

*² The average score of Core Morale (5.00 points max.) in the ES awareness survey conducted on employees of Fuji Xerox and its affiliated and sales companies inside and outside Japan.

4.5 Human Rights

4.5.1 Basic Approach

The Fujifilm Group believes that respect for human rights is our duty and we clearly state our commitment to it in the Fujifilm Group’s Charter for Corporate Behavior and Code of Conduct. The Charter for Corporate Behavior states the basic approach of the company toward respecting human rights. The Code of Conduct lists nine items to which every employee must adhere for respecting human rights. Establishment, revision, and compliance to the Charter for Corporate Behavior and Code of Conduct are discussed and decided by the FUJIFILM Holdings ESG Committee and the results are reported to the Board of Directors.

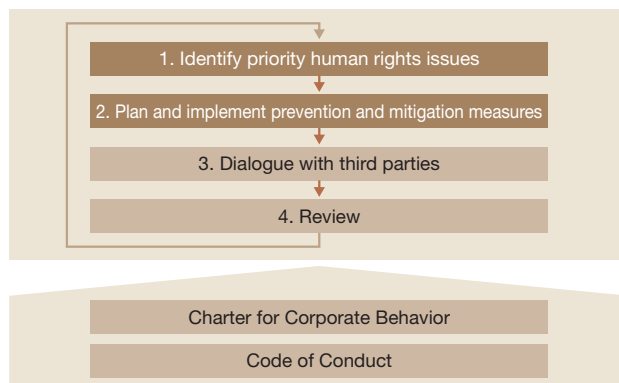
In 2018, we published the Fujifilm Group Human Rights Statement, in which we declare our support for a range of global human rights principles, including the UN International Bill of Human Rights and the UN’s Guiding Principles on Business and Human Rights and to take any necessary measures to assess and reduce human rights infringement risks in business activities. To create the Human Rights Statement, we sought opinions and advice from our Group companies and stakeholders across the world and it was introduced after adoption by the ESG Committee, chaired by the CEO.

Fujifilm Group’s Charter for Corporate Behavior Article 2. Social Responsibility, Article 3. Respect for Human Rights, Article 5. Vibrant Workplaces
 Fujifilm Group Code of Conduct [URL: https://www.fujifilmholdings.com/ja/about/philosophy/index.html](https://www.fujifilmholdings.com/ja/about/philosophy/index.html)

Fujifilm Group Human Rights Statement [URL: https://www.fujifilmholdings.com/en/sustainability/vision/human/index.html](https://www.fujifilmholdings.com/en/sustainability/vision/human/index.html)

4.5.2 Human Rights Due Diligence Process

The Fujifilm Group implements group management in compliance with the procedures set out in the UN Guiding Principles on Business and Human Rights and establishes and promotes human rights due diligence processes covering all its operations and related business activities. For concrete implementation, we refer to the requirements in the UN Guiding Principles Reporting Framework with Implementation Guidance, which we studied in the Human Rights Due Diligence Working Group under the Global Compact Network Japan. The Group engages in the identification of potential and actual risks, investigating in what part of its business activities such risks are likely to occur, and specifically what and whose human rights issues are likely to be violated, and in the review and implementation of preventive and mitigating measures, as well as in dialogue with third parties, regular reviews of risk assessment and associated activities and information disclosure.



4.5.3 Priority Human Rights Issues to Be Addressed (Identified Human Rights Risks)

Human Rights Impact Assessment Process to Identify Priority Human Rights Issues

We firstly identified human rights risks that our business could potentially cause in each existing business segment. (See *Human rights impact assessment in existing business*.) In the course of examining these risks, assessments are carried out on those stakeholders who are likely to be affected by Fujifilm Group’s business activities, namely, Fujifilm employees, employees of suppliers, contractors and cooperation companies (including paying attention to the rights of children from the perspective of child labor and all foreign workers from the standpoint of immigrant workers), local communities (including paying attention to the rights of indigenous people in the procurement of raw materials) and customers (including paying attention to the rights of children as a section of consumers in general).

Then we listed up the priority human rights issues that the Fujifilm Group should address based on the probability of a human rights risk incident, the scale of impact should it occur, and our readiness to handle such an incident. In this process of risk assessment, we invited opinions from overseas experts from international human rights NPOs to narrow down the priority issues (see the figure *Human Rights Issues Considered Important for the Chemical and Construction Materials Industries*).

When we start a new business, such as by making a large-scale investment, we assess the suitability of the project, covering the human rights-related check items among a wide-ranging due diligence check list.

Reference: Human Rights Issues Considered Important for the Chemical and Construction Materials Industries

The following lists the priority issues identified through discussions with human rights NPOs and other companies in the industry under the stakeholder engagement program conducted by Caux Round Table Japan.

Key Human Rights Issues		In our group	Contractor/ Cooperation company	Suppliers
Core operation/Supply chain				
Workplace condition	Working hours	◎	◎	◎
	Health and safety	◎	○	○
	Disciplinary measures	○	—	○
Discrimination	During work	○	○	○
Child labour	Risks to children	—	—	○
	Minimum age	—	—	○
	Working hours and conditions of employment	—	—	○
	Employment of young workers	—	○	○
Forced labour	Deposits and papers	—	○	○
	Forced overtime	◎	◎	◎
	Trafficking in human	—	—	○
Freedom of association	Freedom of association and collective bargaining	○	○	○
	Conflict with local law	○	○	○
Community				
Resources	Use of natural resources (water, land, etc.)	◎	—	◎
Society and Government				
Relations with governments	Bribery and corruption	◎	—	—
	Governments with poor human rights records	○	—	○
Relationship with consumers	Health and safety			

◎: Most important ○: Important

Priority Human Rights Issues That the Fujifilm Group Must Address

Following the above process, in FY2018, the Fujifilm Group identified the following potential human rights issues that we should address as a Group (see the table on the next page, Human Rights Impact Assessment in Existing Business). Out of these issues, we have identified the following two areas as salient human rights issues and have begun to take concrete action: (1) Actions for suppliers, contractors and cooperation companies, and (2) Actions for employees.

Human Rights Impact Assessment in Existing Business

(Priority human rights issues that the Fujifilm Group must address are colored red)

Targeted stakeholders	Potential human rights issues that the Fujifilm Group must address	Relevance to business segments		
		Imaging solutions (Digital cameras, etc.)	Healthcare & Material Solutions (Highly functional materials, etc.)	Document Solutions (Office products and printers, etc.)
Customers, etc.	Product safety	◎	◎	◎
	Personal data protection	◎	◎	◎
	Human rights infringement by unintended use of products and services	△	○	△
	Consideration of rights of human subjects and sample providers for R&D in the healthcare business	—	◎	—
Employees of suppliers, contractors and cooperation companies	Appropriate labor conditions, labor management, health and safety management	◎	○	◎
	Consideration for rights and safety of foreign workers (especially in factories)	◎	○	◎
Local communities	Infringement of local residents' rights (including decrease in assets, degradation of daily life environment, and health damage) due to environmental damage caused by inappropriate management of chemical substances or illegal dumping	△	△	△
	Decrease in assets, degradation of daily life environment for local residents due to inappropriate procurement of raw materials	○	△	◎
Employees	Appropriate labor conditions, labor management, and health and safety management	○	○	○
	Adverse impacts such as mental or physical damage and decrease in opportunities due to discrimination, harassment, and infringement of privacy	○	○	○
	Health damage due to inappropriate management of chemical substances, biomaterials, etc. in production and R&D	◎	◎	○

4.5.4 Prevention and Mitigation of Adverse Impact on Human Rights and Progress

(1) Actions for suppliers, contractors and cooperation companies

The Fujifilm Group promotes actions for respecting human rights among suppliers, contractors and cooperation companies, which is one of the priority human rights issues, mainly within the framework of ethical procurement. We clearly specify the Procurement Policy and Request to Suppliers as a procurement approach to gain the understanding of suppliers involved in the Group's product manufacturing regarding the importance of CSR management. We aim to work together to resolve human rights issues. In the Sustainable Value Plan 2030 (SVP2030), the CSR mid- and long-term plan announced in 2017, we committed to reinforce the CSR foundations such as labor, human rights, environment, and corporate ethics throughout the supply chain—which we appointed as one of the priority areas.

The Group's ethical procurement program comprises (1) Notifying policies etc. to suppliers, (2) Risk assessment in suppliers, (3) Instruction activities for suppliers, and (4) Improvement activities for suppliers. As well as elimination of forced labor and child labor, we provide various checks and support for suppliers, including labor management, occupational health and safety, and consideration for migrant workers.

Based on the risk assessments that Fujifilm and Fuji Xerox have conducted using a self-checklist on labor, human rights, the environment, corporate ethics etc., our primary suppliers in Japan, Europe, and the United States have been recognized as low CSR risk. In FY2018, we have identified 46 suppliers with CSR risks in China and Vietnam, and conducted onsite "Visit

and Check” by expert team from the Fujifilm Group. Leading examples of issues related to the human rights of employees at suppliers, issues in the areas of labor management (excessive continuous work attendance and overtime work, etc.), shortage of fire prevention facilities such as sprinklers and fire detection devices, non-use or inadequate management of the necessary protective gear, inadequate management of hazardous wastes, etc., were identified. Requests for improvement have been issued to the suppliers accordingly, and improvements are underway based on their respective improvement plans. For more details about measures of ethical procurement, see *2.4 Supply Chain Management* in this report.

Fujifilm Group Procurement Policy and Request to Suppliers  URL: <https://www.fujifilmholdings.com/en/sustainability/vision/procure.html>

(2) Actions for our employees

We raise awareness on priority human rights issues among Group employees in their new employee training programs and training programs for new managerial personnel. The training programs for new managerial personnel focus on labor management in general, including prevention of long working hours and mental health measures, as well as harassment prevention. Regarding overtime working hours, changes in monthly overtime is monitored, and warnings and guidance to business division exceeding the designated levels are issued and the necessary corrective measures are implemented continuously. We are addressing the harassment issues with implementation of measures adapted flexibly to conditions in each company and business division, in addition to regular training programs. In fiscal 2018, for instance, we conducted customized harassment trainings for business divisions that were likely to show a high level of potential and actual risk. For risk managers, trainings to provide further details on how to handle counseling cases were conducted. For occupational health and safety efforts, see *4.3 Health and Safety* in this report.

In April 2019, we revised the Fujifilm Group Charter for Corporate Behavior and the Code of Conduct to adopt more globally generic contents, and enhanced descriptions concerning human rights such as respect for diversity and elimination of discrimination, prevention of bullying and harassment, promotion of occupational health and safety, and health promotion. The revised Charter for Corporate Behavior and Code of Conduct was translated into 24 languages as part of our global education program, including disseminating the company’s human rights statement to all Group employees.

(3) Human rights risk management

The Fujifilm Group conducts annual screening of priority risk issues (including potential ones) in business processes at all its organizations. All the organizations including Group companies identify priority risk issues, plan and execute measures, and manage their results. Priority issues for the entire Group, based on the review results for each organization, and the results of action implemented are reported and deliberated on by the Fujifilm Holdings ESG Committee and reported to the Board of Directors. This process is applied also to human rights issues. Human rights are specified explicitly as one of the perspectives requiring attention at each company in review of our priority risk issues, with various human rights issues being managed as elements for review in group-wide risk mappings.

In the 2017–2018 study on priority risk issues, risks related to work accidents, harassment, product safety, labor management, employee safety, personal data management, environmental pollution, etc., were pointed out as major issues related to human rights. The number of organizations that identified labor management and harassment, which are designated as prioritized human rights issues related to our employees, as actual or potential risks stood at 91. All of these organizations have developed and implemented preventive and mitigating measures. For more details about group-wide risk management, see *2.2.3 Compliance & Risk Management Promotion Structure* in this report.

(4) Review on group-wide human rights-related activities

FUJIFILM Holdings conducts individual dialogues with experts in business and human rights, who were invited to the 2018 Business and Human Rights Conference in Tokyo held by Caux Round Table (CRT) Japan, to review our human rights initiatives. This included a dialogue about FY2017 results.

●FY2018 Dialogue with human rights experts

Date: September 12, 2018

Location: Tokyo, Japan

Participants: Experts

Livio Sarandrea, Manager and Chief Adviser of Regional Program on Business and Rights, United Nations Development Programme (UNDP) Bangkok Regional Hub

William Rook, Regional Manager, Middle East, Institute for Human Rights and Business

FUJIFILM Holdings

Mari Kojima, Manager, CSR Group, Corporate Planning Division

Toshihiko Hoshino, Senior Expert, CSR Group, Corporate Planning Division

Moderator

Minoru Matsuzaki, Caux Round Table (CRT) Japan

- Topics:**
1. Appraisal of the Fujifilm Group Human Rights Statement (enacted June 2018) and dissemination throughout the company and suppliers.
 2. Opinion exchange on clarifying positive and negative elements to society from Fujifilm Group business activities when creating the Sustainable Value Plan 2030 (SVP2030), the Fujifilm Group CSR Plan, following the UN SDGs.

Discussion results:

The Fujifilm Group Human Rights Statement received a positive comment that it is well composed. In order to disseminate the declaration, the key is to engender the correct understanding of “human rights due diligence,” as it is not such a common concept for general employees. For future prospects we are expected to provide detailed and easy-to-understand descriptions on correction measures and remedies.

Our efforts towards the SDGs were also well appraised, and at the same time it was suggested that we should create a policy for SDGs to support the story that SVP 2030 is well linked with SDGs.

In global society, “responsible business” is becoming increasingly important as a concept that transcends conventional CSR. One comment was that we could realize “sustainable business” only after pursuing responsible business.

4.5.5 Grievance Mechanism on Human Rights

Chapter 1 of the Fujifilm Group Code of Conduct describes our policies on Respect for Human Rights. Group employees can report any concerns relating to the violation of items listed in the chapter or infringements of human rights that require correction and remedies through the whistle-blowing system. Reports can be submitted to either (1) each company or region, or (2) the Group. In either case, the anonymity of the whistle blower is ensured and therefore they cannot be unfavorably treated because of their report. For the number of reports made in FY2018, see 2.2.10 *Whistle-Blowing Office and Consultation Office* in this report.

For outside stakeholders, the Group provides the Contact Sustainability form and is ready to receive a wide range of comments on our CSR activities, including human rights.


Contact Sustainability  URL: <https://www.fujifilmholdings.com/en/sustainability/contact/index.html>

4.5.6 Collaborative Initiatives Regarding Human Rights

Caux Round Table (CRT) Japan


FUJIFILM Holdings has been participating in the Stakeholder Engagement Program held by the Nippon CSR Consortium (secretariat: CRT Japan) since 2012, discussing human rights issues in different industries.*¹ In the 2018 Business and Human Rights Conference in Tokyo, held by CRT Japan, we presented our human rights practices*² as an example of a Japanese company. We also had individual dialogues with international business and human rights experts and reviewed our practices based on the dialogue results.*³

*1 CRT Stakeholder Engagement Program

(Japanese)  <http://crt-japan.jp/portfolio/she-program/>

(English)  <http://crt-japan.jp/en/portfolio/human-rights-due-diligence-workshop/>

*2 Presentation in the CRT International Conference (Agenda and report)

(Japanese)  <http://crt-japan.jp/human-rights/conference/>

(English)  <http://crt-japan.jp/en/seminar-overview/global-conference/>

*3 CRT dialogues with experts (Japanese only)

 URL: <http://crt-japan.jp/human-rights/expert-dialogue/>

UN Global Compact

Fuji Xerox is signed up for United Nations Global Compact, a voluntary initiative that encourages companies to undertake fair operations in the areas of human rights, labor, environment, and anti-corruption. In Japan, we have jointly hosted the Human Rights Diligence Working Group within Global Compact Network Japan since 2017, among the various working groups where corporate members discuss and exchange information on related topics.

4.6 Corporate Citizenship

4.6.1 Basic Approach

The Fujifilm Group is committed to contributing to the sustainable development of society, working together with local communities as a good corporate citizen and responding sincerely to the demands and expectations of those communities. In 2008 we formulated the Fujifilm Group Social Contribution Policy, based on which we are conducting activities focusing on the fields of research and education, culture, arts and sports, health and environmental conservation through cooperation and collaboration with local communities, institutions, NPO/NGOs, and others and in active support of volunteer activities conducted by employees.

Fujifilm Group Social Contribution Policy

The Fujifilm Group will work together with local communities as a good corporate citizen and contribute to society by responding sincerely to needs and expectations of those communities. The Group has established following action plans to implement this policy.

1. Focus of activities

The Fujifilm Group will primarily focus on the fields of education and research; culture, arts and sports; health; and environment.






2. The Fujifilm Group will place value on following points when we conduct social contribution activities:

1. The Group will collaborate and work together with stakeholders. We place importance on mutual communication and partnerships with local communities, institutions, NPO/NGOs, and others.
2. The Group values the importance of employees to participate in volunteer activities that would enhance local community harmonization, as well as to enhance social improvements. The Group will fully support such employee volunteer activities.
3. As a means of social contribution, the Group will utilize its business strengths, such as products, services, technologies and know-how.

Established in April 2008, Revised in April 2019

4.6.2 Major Examples of Social Contribution through Business Activities

FF: Fujifilm FX: Fuji Xerox

SVP2030	Theme of social contribution	SDGs	Relation to business	Activities	Social/environmental results
	Contribution to improvement of medical environment & disease prevention promotion		Healthcare & Materials Solutions	<ul style="list-style-type: none"> • Improve healthcare quality in Zambia (FF) • Spread Japanese-style medical services internationally (FF) • Promote early discovery of infectious diseases (FF) • Fighting breast cancer campaign (FF) etc. 	<ul style="list-style-type: none"> • Improve healthcare quality in Zambia (FF) • Spread Japanese-style medical services internationally (FF) • Promote early discovery of infectious diseases (FF) • Fighting breast cancer campaign (FF) etc.
	Contribution to culture, art, education, and disaster recovery utilizing photographic, film, and printing technologies	 	Imaging Solutions Documentation Solutions	<ul style="list-style-type: none"> • Archive analog assets (FF) • Replication of historical documents (FX) • Future creation activities in Iki-shi, Tono-shi, and Minami-Ashigara-shi (FX) • Photo Renaissance (FF) • Photo project for children who encountered death in the family (FF) • Photo restoration project (FF) etc. 	<ul style="list-style-type: none"> • Archive analog assets (FF) • Replication of historical documents (FX) • Future creation activities in Iki-shi, Tono-shi, and Minami-Ashigara-shi (FX) • Photo Renaissance (FF) • Photo project for children who encountered death in the family (FF) • Photo restoration project (FF) etc.
	Contribution to educational issues to the next generation and disabled people	 	Documentation Solutions	<ul style="list-style-type: none"> • Textbook provision in emerging countries (FX) • Enlarged font textbooks for weak-sighted children (FX) • KID'S ISO (FX) • Donation books and stationery to deprived children (FF) • Photographic events for children with rare or intractable diseases (FF) • Mental support for children through photographs (FF) • Volunteer group support for employees: Hasu (fraction) Club etc. 	<ul style="list-style-type: none"> • Textbook provision in emerging countries (FX) • Enlarged font textbooks for weak-sighted children (FX) • KID'S ISO (FX) • Donation books and stationery to deprived children (FF) • Photographic events for children with rare or intractable diseases (FF) • Mental support for children through photographs (FF) • Volunteer group support for employees: Hasu (fraction) Club etc.

4.6.3 Social Contribution Activities Continued by the Fujifilm Group

Social contribution through business operations	<ul style="list-style-type: none"> ● Photo Rescue Project (Fujifilm) ● Creating digital archives of cultural assets (Fujifilm) ● The Heart to Heart Communication – “PHOTO IS” 50,000—Person Photo Exhibition (Fujifilm) ● Album Café (Fujifilm) ● Reproducing historical documents (Fuji Xerox) ● Pink Ribbon Campaign (Fujifilm)
Support for the education of the future generation	<ul style="list-style-type: none"> ●● Photo class for young people (Fujifilm) ●● Offering large-print textbooks to students with low vision (Fuji Xerox) ●● Offering learning materials in emerging countries (Fuji Xerox)
Support for the education of the future generation	<ul style="list-style-type: none"> ●● Fuji Xerox Kobayashi Fund (Fuji Xerox) ●● Fuji Xerox Print Collection (Fuji Xerox) ●● Special Olympics (Fuji Xerox)
Environmental conservation and biodiversity conservation	<ul style="list-style-type: none"> ●● Kikigaki-Koshien (Fujifilm) ●● Kankyo-Nikki, “Midori-no-Komichi” (Fujifilm) ●● “Kids’ ISO 14000” program (Fuji Xerox)
Environmental conservation and biodiversity conservation	<ul style="list-style-type: none"> ● Charitable Trust Fujifilm Green Fund (Fujifilm) ● “Watashi-no-Shizenkansatsuro Competition” (Fujifilm Green Fund, etc.) ● Ground water conservation activities in Minami-Aso village (FUJIFILM Kyushu) ● Volunteer tree planting activity in China (Fujifilm) ● Training sessions for nature guides (HASU-Club, Fuji Xerox)

4.6.4 Results of Social Contribution

(1) The Amount of Expense on Social Contribution

The Amount of Expense of FY2018 by Category in the Fujifilm Group

Type of contribution	Amount (million yen)
Education for future generations	68
Harmony with the local community	220
Promote culture and the arts in society (in Japan)	601
Consideration for the international community and international cultures	96
Cooperation with NGOs and NPOs	34
Total	1,019

* See Chapter 5. Sustainability Accounting

(2) Community Investment Cases

In Japan	Overseas
<p>Fujifilm Green Fund In commemoration of FUJIFILM's 50th anniversary, Fujifilm started this Fund Japan's first charitable trust to protect nature in 1983. Through this fund, we offer financial support for nature protection activities and research bodies, and host nature protection awareness raising programs for primary and junior high school pupils.</p>	<p>Contribution to recover the original marshland and bushland Dutch nature preservation group, Natuurmonumenten has been recovering woodland and agricultural land in Huis ter Heide back into the original marshland and bushland since 1993. Fujifilm's office is in Tilburg, near Huis ter Heide and the company has contributed to Natuurmonumenten's activities through financial support of more than 100,000 euros over the last 10 years.</p>
<p>HASU-Club (Fuji Xerox) This is a volunteer support organization established by employees' own initiative in 1991. The organization is funded through the payroll giving by the employees who opted to donate a fraction (less than 100 yen) of their salary and bonus, plus an amount that the individual wishes to add monthly. The fund is then reserved and the company offers matching donations in four charity areas ; "social welfare," "culture and education," "natural environment," "international aid, "chosen by employees to support their volunteer activities and related NPOs.</p>	<p>Kobayashi Fund by Fuji Xerox Co., Ltd. Established in 1977 as an intra-company fund to contribute to mutual understanding and goodwill through academic exchanges between Japan and countries in the Asia-Pacific region. It offers research grants and fellowship programs for PhD researchers who fulfill the above conditions specializing in the arts and humanities and social science studies. The total number of students who have received research grants reached 1,455 at the end of FY2018.</p>

4.6.5 Efforts to assess the impact on society and the environment

(1) Contribution effect for customers through environmental activities in business (CO₂ and water)

The contribution effect for customers is the sum of customers' expenses brought by when a new product which is environmental friendly has replaced a conventional product. (For example, when customers use an environmental friendly product, we calculate the amount of money comparing the reduced cost for electricity, resources, or consumables which they used to use with a conventional product.)

(Unit: million yen)

Product	Amount		
	FY2016	FY2017	FY2018
1. High-density magnetic memory materials	7,196	7,165	8,414
2. Pre-sensitized aluminum plate not using plate-making film	66,267	83,506	96,352
3. Film for LCDs: WV films	5,527	4,120	2,790
4. Digital color multifunction device and printers	28,601	24,962	16,986
Total	107,591	119,754	124,542

(2) Social impact assessment in social contribution

Fuji Xerox has worked since FY2016 to visualize social impact from our social contribution activities since FY2016.

① Background

In FY2012, Fuji Xerox decided to strengthen social contributions that harness the unique qualities of Fuji Xerox as a company whose ultimate calling is “communications.” The company set out two high-priority management themes to encourage its social contribution activities. These themes are: “Education for future generations,” and “Conservation of diminishing cultures and information.” Through such activities, Fuji Xerox aims to achieve three of the Sustainable Development Goals (SDGs): “#4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”; “#11. Ensure access to affordable, reliable, sustainable and modern energy for all” and “#17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.”



② Purposes

Fuji Xerox has measured the social impact of contribution activities in order to understand effects. Specifically, regarding the three projects “Offering Learning Materials in Emerging Countries”, “Reproducing and Utilizing Historical Documents”, “the Mirai Zukuri (future creation) activity in Tono”. Fuji Xerox established a social impact assessment method* to quantitatively and qualitatively measure the changes and effects to visualize the social impact. Fuji Xerox then reflected the assessment results utilizing the PDCA cycle, while also sharing them with stakeholders to contribute to resolving problems in local communities. In this way, Fuji Xerox helped communities to further develop over the years.

* Determining the value of projects and activities by quantitatively and qualitatively understanding social and environmental changes, benefits, learning, and effects generated as a result of our projects and activities over both the short term and long term.
(From the definition of Global Social Impact Investment Steering Group (GSG, previous G8 Social Impact Investment Task Force.)

③ Activities

To evaluate the social impact from our major social contribution activities, including the project to offer learning materials in emerging countries and reproduction and utilization of traditional documents, we created a logic model and made trial assessments.

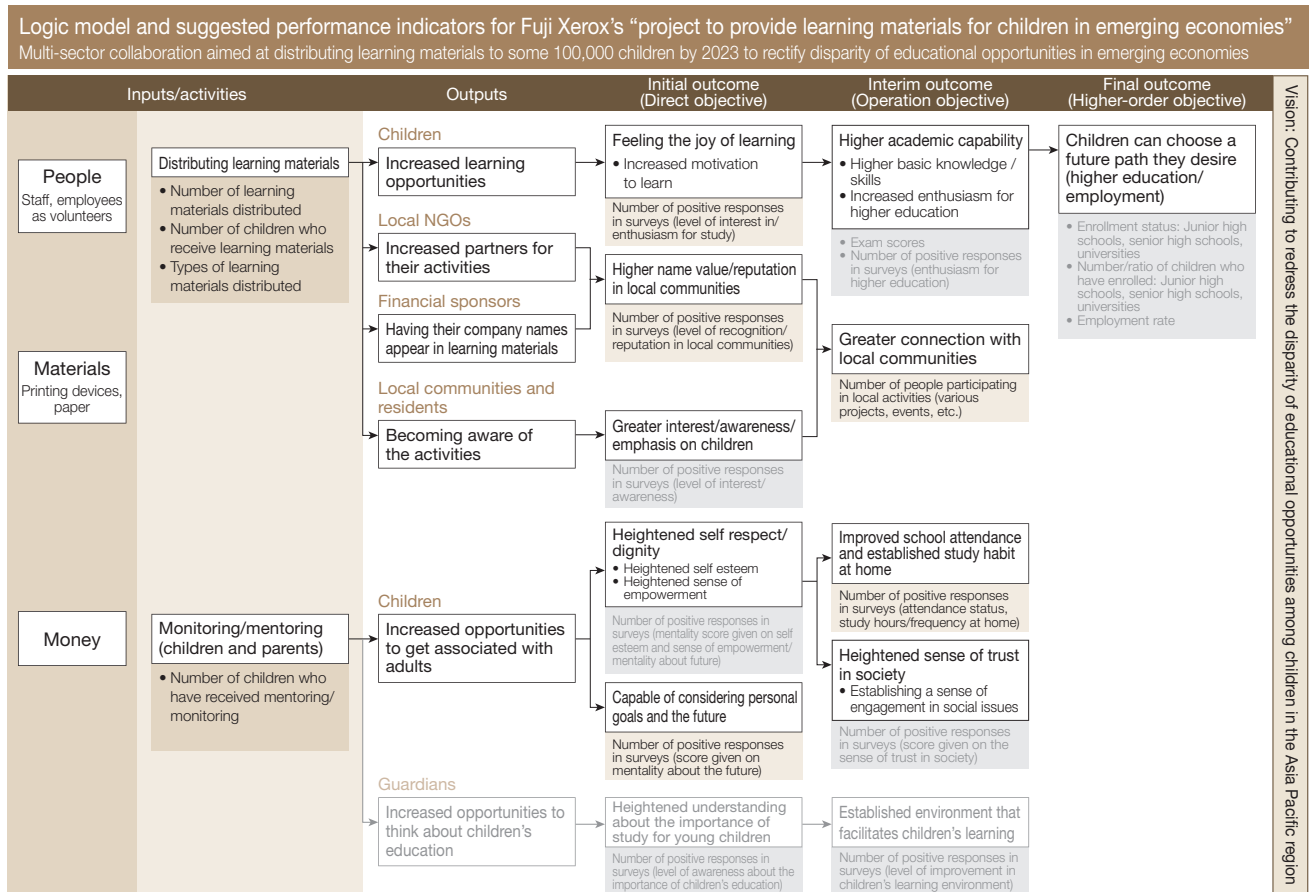
- (1) Creating a logic model utilizing the Social Impact Assessment Tool Set.*¹
- (2) Creating a logic model based on a program evaluation approach and a review by Meiji University.
To enhance the reliability of our own assessments, we asked the Institute for Program Evaluation of Meiji University to review our assessment results in FY2017.
- (3) Learning the latest trends concerning social impact assessment and contribution to disseminating such methods in Japan.
Since FY2017, we have been participating in the Social Impact Management Initiative*² as a core member of the Case Study Archiving and Utilization Working Group.

*¹ A guidebook for social activity assessment created by GSG.

*² A private-led platform to promote social impact assessment in Japan, established in 2016.

(3) Discussion example: Suggested social impact assessment logic model and indices

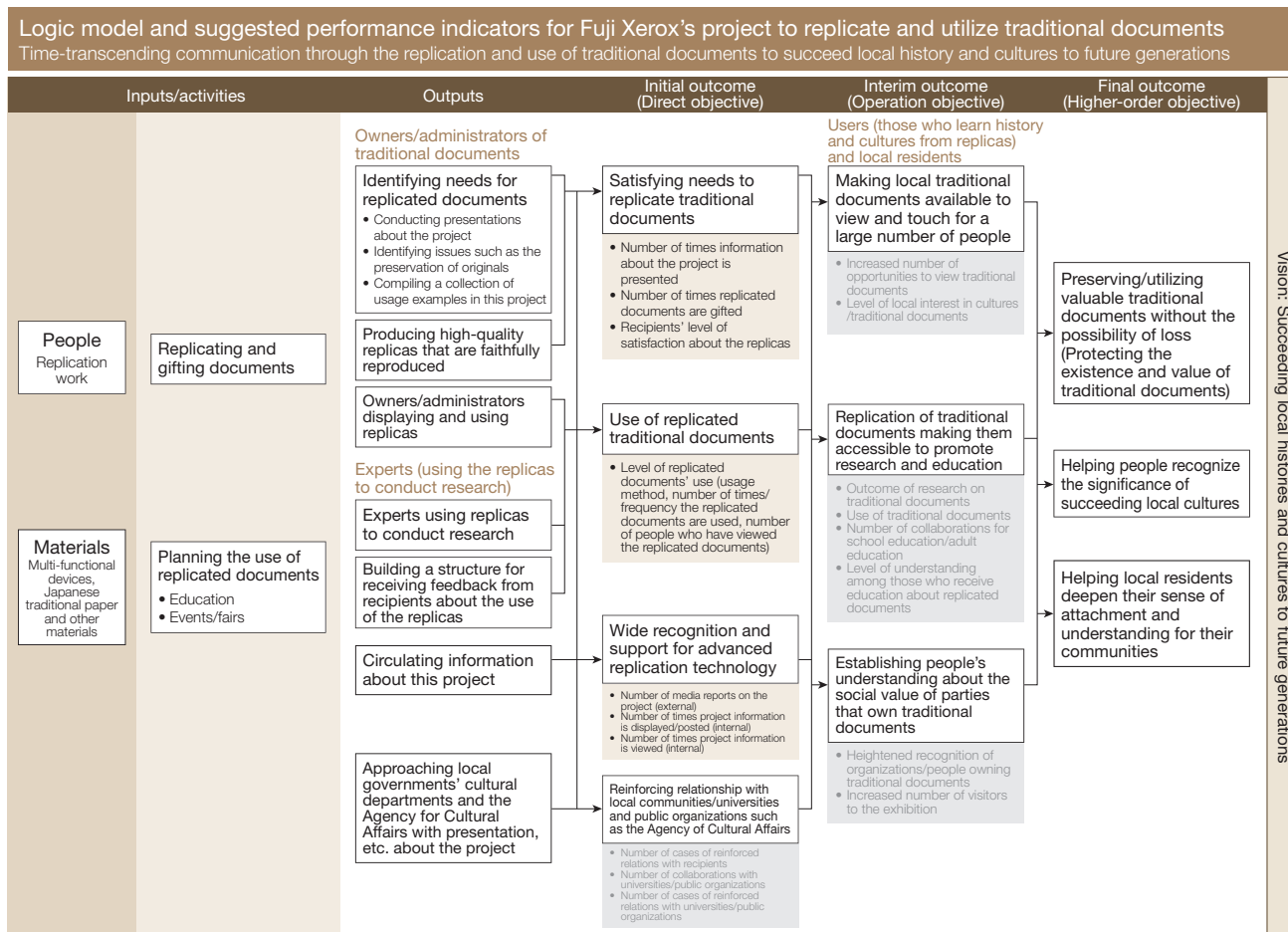
① Project to provide learning materials for children in emerging economies



* This shows a logic model and suggested performance indicators for social impact measurement as of June 2018. The items shown in grey have not been implemented.

URL: <https://www.fujixerox.com/eng/company/csr/sr2018/communities/theme1.html>

② Project to replicate and utilize traditional documents



* This shows a logic model and suggested performance indicators for social impact measurement as of June 2018.

URL: <https://www.fujixerox.com/eng/company/csr/sr2018/communities/theme1.html>

(4) Future prospects

Valuing dialogues with our stakeholders, we continue improving our social contribution activities based on the results of our social impact assessment in order to contribute to problem solving and development of local communities. We are also considering applying this measurement method across the Fujifilm Group.