

## 4.1 Employee Overview

### Definitions in this section

Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies

Fujifilm Group Japan: FUJIFILM Holdings Corporation and its consolidated companies in Japan

### 4.1.1 Basic Approach

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 deliver results through efficient manners of working, while collaborating with various stakeholders, both inside and outside the company.

### 4.1.2 Basic Data

#### Fujifilm Group Composition of Employees

As of March 31, 2020

	Total	Male	Proportion	Female	Proportion
Executive officer (exc. Directors)	7	5	71%	2	29%
Regular employees	73,906	53,396	72%	20,510	28%
Managerial personnel	13,327	11,390	85%	1,937	15%
General employees	60,579	42,006	69%	18,573	31%
Non-regular employees	10,010				

#### Status of Regular Employees

As of March 31, 2020

##### FUJIFILM Corporation

	Total	Male	Female
Number of employees	4,702	3,888	814
Proportion	100%	82.7%	17.3%
Managerial personnel	1,166	1,119	47
Proportion	100%	96.0%	4.0%
Average age	42.68	43.06	40.83
Average length of employment (years)	17.88	17.94	17.58
Utilization of paid leave*1	72.1%	—	—
Turnover rate*2	1.22%	1.15%	1.54%

\*1 Data on utilization of paid leave is calculated based on data for the period from April 1, 2019 to March 31, 2020.

\*2 Turnover rate = 
$$\frac{\text{Attrition} + \text{Voluntary}}{\text{Total number of employees at FUJIFILM Corporation at the end of the preceding fiscal year (Retirements including the company early retirement program are not counted)}}$$

##### Fuji Xerox Co., Ltd.

	Total	Male	Female
Number of employees	7,731	6,461	1,270
Proportion	100%	83.6%	16.4%
Managerial personnel	1,725	1,597	128
Proportion	100%	92.6%	7.4%
Average age	45.01	45.92	40.39
Average length of employment (years)	20.08	20.81	16.36
Utilization of paid leave*1	66.6%	—	—
Turnover rate*2	2.98%	2.85%	3.70%

\*1 Data on utilization of paid leave is calculated based on data for the period from April 1, 2019 to March 31, 2020.

\*2 Turnover rate = 
$$\frac{\text{Attrition} + \text{Voluntary}}{\text{Total number of employees at Fuji Xerox Co., Ltd. at the end of the preceding fiscal year (Retirements including the company early retirement program are not counted)}}$$

## Re-employment

### FUJIFILM Corporation

FY2015	FY2016	FY2017	FY2018	FY2019
19	37	45	65	59

\* Employees re-employed after retirement during the relevant fiscal year

### Fuji Xerox Co., Ltd.

FY2015	FY2016	FY2017	FY2018	FY2019
554	554	173	215	185

\* Employees re-employed after retirement during the relevant fiscal year

## 4.2 Promotion of Diversity and Equal Opportunities for Employees

### Definitions in this section

Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies

Fujifilm Group Japan: FUJIFILM Holdings Corporation and its consolidated companies in Japan

### 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 prosperous society by generating new values through respecting, accepting, and being inspired by each employee’s personality and individuality.

Even during a major life event, such as child care and nursing care, our working environment allows flexible ways to enable employees to continue their work and then smoothly return to fulltime working. This support aims to ensure opportunities for employees to grow through their jobs and that their diversity can contribute to the organization.

Fujifilm Group Code of Conduct Chapter 1 Respect of human rights

<https://holdings.fujifilm.com/en/about/philosophy/law>

### 4.2.2 Management System to Drive Diversity and Inclusion

One of the Priority Issues listed in the Sustainable Value Plan 2030 (SVP 2030), our 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) Promoting talented employees worldwide; (2) Promoting women in leadership; (3) Continue exceeding the legally-stipulated rate of employment of people with disabilities (Japan); and (4) Achieve zero retirement of employees caused by childcare and nursing care (Japan).

In April 2019, we revised the Fujifilm Group Charter for Corporate Behavior and Code of Conduct with clear mention of 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.

### 4.2.3 Effort Results and Progress

In fiscal 2019, the Fujifilm Group revised the indices to measure “the extent to which diverse employees are exerting their capabilities and creativity to the fullest extent” and set new long-term goals in line with, our CSR plan, Sustainable Value Plan 2030 (SVP 2030).

#### Target 1: Promoting talented employees worldwide

**Principal indices:** Percentage of international employees (i.e. non-Japanese) in major positions\* in the Fujifilm Group  
FY2030 target: 35%, FY2019 results: 26%

\* Major positions: Presidents of major subsidiaries, General Managers of major business

Taking our Group globally, we reviewed our core positions. In addition to the existing major positions in our Group companies, we include key positions in our businesses and Head Office functions that are becoming increasingly important when looking towards the future. We continue to promote talents who can lead our businesses in different markets regardless of their nationalities.

#### Target 2: Promoting women in leadership

**Principal indices:** (1) Percentage of women in managerial positions in the Fujifilm Group  
FY2030 target: 25%, FY2019 results: 14.5%  
(2) Percentage of women in managerial positions in the Fujifilm Group Japan  
FY2030 target: 15%, FY2019 results: 5.4%

We aim to promote talented female employees to managerial positions across the Fujifilm Group, and at the same time, we plan to enhance recruiting of a greater number of female future-manager candidates.

## Percentage of Women in Managerial Positions

	FY2018	FY2019	FY2030 target
Fujifilm Group	13.9%	14.5%	25.0%
Fujifilm Group Japan	5.4%	5.4%	15.0%

**Target 3: Continue exceeding the legally-stipulated rate of employment of people with disabilities (Japan)**

Principal indices: Percentage of employees with disabilities according to the group-wide calculation under FUJIFILM Holdings  
 FY2030 target: 2.35%, FY2019 results: 2.42%

Since fiscal 2016, the Fujifilm Group Japan's percentage of employees with disabilities remains higher than the legally-specified percentage. We will continue to maintain this figure in the future.

## Percentage of Employment of Persons with Disabilities\*

As of June 1, 2020

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2030 Target
Fujifilm Group	—			2.32%	2.42%	2.35%
FUJIFILM Corporation	2.10%	2.24%	2.27%			
Fuji Xerox Co., Ltd.	2.09%	2.22%	2.18%			

\* We disclose the actual percentage determined by the group-wide calculation method under FUJIFILM Holdings from FY2018.

**Target 4: Achieve zero retirement of employees caused by childcare and nursing care (Japan)**

Principal indices: (1) Job retention rate three years after returning from childcare leave  
 FY2030 target: 100% (Fujifilm Group Japan),  
 FY2019 results: 92.0% (FUJIFILM Corporation)  
 (2) Job retention rate three years after returning from nursing care leave.  
 FY2030 target: 100% (Fujifilm Group Japan),  
 FY2019 results: 100% (FUJIFILM Corporation)

We held seminars for both employees returning from childcare leave and their managers to raise awareness about ways of making their return to work problem-free. To enable a satisfactory balance between work and childcare, we also promoted childcare leave for male employees and the utilization of accumulated unused annual leave. For nursing care, we held specialist seminars to avoid employees quitting their jobs through having to provide nursing care and enhanced support services for those engaged in nursing care.

We are also accelerating workstyle innovations for all of our group employees, not limited to those currently facing major life events. This effort includes making new rules or altering existing rules to make working hours or holidays more flexible, shifting to online meetings, shortening meeting times, and organizing the remote working environment.

## 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 Corporation

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

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

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

### Status of Returning Rate from Childcare and Nursing Care leaves

As of March 31, 2020

#### FUJIFILM Corporation

	Total	Male	Female
Returning rate from childcare leave*1	95.4%	100.0%	94.6%
Retention rate after 3 years from reinstatement (childcare)*2	92.0%	100.0%	91.8%
Retention rate after 3 years from reinstatement (nursing care)*3	100.0%	100.0%	100.0%

\*1 Number of returned employees whose expiration date of child care leave arrived in FY2019/Number of all employees whose expiration date of childcare leave arrived in FY2019

Returning rate from childcare leave is calculated with the expiration date.

\*2 Retention rate after 3 years from reinstatement (childcare) =  $\frac{\text{Number of employees as of the end of the current fiscal year among those returning to work after childcare leave in the second preceding fiscal year}}{\text{Number of employees reinstated after childcare leave in the second preceding fiscal year}}$

\*3 Using the same methods as \*2

#### Fuji Xerox Co., Ltd.

	Total	Male	Female
Returning rate from childcare leave*1	99.0%	100.0%	99.0%
Retention rate after 3 years from reinstatement (childcare)*2	89.2%	73.3%	93.2%
Retention rate after 3 years from reinstatement (nursing care)*3	0%	0%	0%

\*1 Number of returned employees whose expiration date of child care leave arrived in FY2019/Number of all employees whose expiration date of childcare leave arrived in FY2019

Returning rate from childcare leave is calculated with the expiration date.

\*2 Retention rate after 3 years from reinstatement (childcare) =  $\frac{\text{Number of employees as of the end of the current fiscal year among those returning to work after childcare leave in the second preceding fiscal year}}{\text{Number of employees reinstated after childcare leave in the second preceding fiscal year}}$

\*3 Using the same methods as \*2

### Number of Employees Taking a Leave of Absence

#### FUJIFILM Corporation\*

		FY2015	FY2016	FY2017	FY2018	FY2019
Leave of absence for childcare	Total	53	49	45	36	51
	Male	5	3	3	1	10
	Female	48	46	42	35	41
Leave of absence for nursing care	Total	2	4	3	5	0
	Male	0	2	1	3	0
	Female	2	2	2	2	0
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 leave of absence during the relevant fiscal year.

#### Fuji Xerox Co., Ltd.\*1

		FY2015	FY2016	FY2017	FY2018	FY2019*2
Leave of absence for childcare	Total	60	84	69	96	106
	Male	10	11	14	35	38
	Female	50	73	55	61	68
Leave of absence for nursing care	Total	4	4	5	4	5
	Male	2	2	2	1	3
	Female	2	2	3	3	2
Leave of absence for volunteer work*3	Total	0	0	1	1	0
	Male	0	0	1	1	0
	Female	0	0	0	0	0

\*1 Number of employees who began leave of absence during the relevant fiscal year.

\*2 Fuji Xerox Co., Ltd. merged one of its affiliate companies in Japan, Fuji Xerox Advanced Technology Co., Ltd. as of April 1, 2019.

\*3 Number of employees who used the company social service program.

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

FUJIFILM Corporation\* Total number of days is shown in parenthesis.

		FY2015	FY2016	FY2017	FY2018	FY2019
Childcare care leave	Total	7	16 (161.5)	18 (141.5)	24 (97)	21 (131)
	Male	5	8 (117.5)	10 (86)	18 (85)	16 (124)
	Female	2	8 (44)	8 (55.5)	6 (12)	5 (7)
Nursing care leave	Total	15	26 (130.5)	39 (162)	25 (148.5)	38 (148.5)
	Male	10	15 (103)	25 (37.5)	22 (138)	24 (107)
	Female	5	11 (27.5)	14 (24.5)	3 (10.5)	14 (41.5)
Leave of absence for volunteer work	Total	1 (1)	0	0	1 (5)	1 (0.5)
	Male	1 (1)	0	0	1 (5)	1 (0.5)
	Female	0	0	0	0	0

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

Fuji Xerox Co., Ltd.\*<sup>1</sup>

		FY2015	FY2016	FY2017	FY2018	FY2019* <sup>2</sup>
Childcare care leave* <sup>3</sup>	Total	314	373	386	382	503
	Male	147	206	213	241* <sup>6</sup>	332
	Female	167	167	173	141	171
Nursing care leave* <sup>4</sup>	Total	44	59	84	85	98
	Male	27	40	64	69	82
	Female	17	19	20	16	16
Leave of absence for volunteer work* <sup>5</sup>	Total	20 (62)	11 (36)	7 (22)	8 (50)	21 (36)
	Male	16	8	5	6	12
	Female	4	3	2	2	9

\*<sup>1</sup> Number of employees who began a leave during the relevant fiscal year.

\*<sup>2</sup> Fuji Xerox Co., Ltd. merged one of its affiliate companies in Japan, Fuji Xerox Advanced Technology Co., Ltd. as of April 1, 2019

\*<sup>3</sup> 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.

\*<sup>4</sup> 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.

\*<sup>5</sup> 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.

\*<sup>6</sup> Including 70 taking a special leave when their wives’ gave birth on and after the second child.

## 4.2.4 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 Human Rights Statement: Consideration for Fujifilm Group Personnel

<https://holdings.fujifilm.com/en/sustainability/vision/policy/statement>

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

<https://holdings.fujifilm.com/en/about/philosophy/law>

## Composition of Labor Union Membership

As of March 31, 2020

	Union Membership	Percentage of Union Membership*
FUJIFILM Corporation and Fuji Xerox Co., Ltd.	8,442	68.4%

\* Proportion of union membership = Ratio to regular employees including managerial staff.

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

FUJIFILM Corporation

As of March 31, 2020

FY	Item
2015	<ul style="list-style-type: none"> <li>• Partial revision of work regulations, wage rules, retirement allowance regulations and overseas travel regulations</li> <li>• Wider range of job assignment destinations within the Fujifilm Group in Japan</li> <li>• Introduction of Working from Home System</li> <li>• Introduction of Paid Leave by the Hour System</li> </ul>
2016	<ul style="list-style-type: none"> <li>• Partial revision of travel expense rules and company house management regulations</li> <li>• Partial revision of collective labor agreement and wage rules due to establishing a new branch</li> <li>• Partial revision of collective labor agreement, written agreement and work regulations regarding childcare and nursing care leave</li> </ul>
2017	<ul style="list-style-type: none"> <li>• Partial revision of collective labor agreement and wage rules</li> <li>• Partial revision of collective labor agreement, written agreement and work regulations regarding childcare leave</li> <li>• Established rules for employees to drive their own cars to the office.</li> </ul>
2018	<ul style="list-style-type: none"> <li>• Partial revision of wage rules</li> <li>• Wider range of job assignment destinations within the Fujifilm Group in Japan</li> </ul>
2019	<ul style="list-style-type: none"> <li>• Revision of maximum working hours and designation of timing to take Paid Leave, in line with the amendments to the Labor Standards Act.</li> <li>• Revision of the F-PRO*<sup>1</sup> allowance</li> <li>• Revision of parts of the employee leave system to improve convenience and address inadequacies in the system</li> </ul>

\*1 F-PRO: Discretionary labor system of FUJIFILM Corporation

Fuji Xerox Co., Ltd.

As of March 31, 2020

FY	Item
2015	<ul style="list-style-type: none"> <li>• Revision of working conditions, work support and employee welfare with consolidation of various programs at Group companies in Japan</li> </ul>
2016	<ul style="list-style-type: none"> <li>• 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</li> <li>• Revision of systems for childcare and nursing care due to the change of the related laws</li> <li>• Change of starting point for reckoning on yearly paid vacation according to the systems at the Group companies in Japan</li> </ul>
2017	<ul style="list-style-type: none"> <li>• Labor-management agreement signed on the introduction of the Paid Leave by the Hour System on April 1, 2018 (February 2018)</li> </ul>
2018	<ul style="list-style-type: none"> <li>• Revision of regulations for employees working abroad (January 1, 2019)</li> <li>• Revision of regulations of travel expense (January 1, 2019)</li> <li>• Revision of personnel systems (April 1, 2019)</li> <li>• Expansion of coverage for remote working system (April 1, 2019)</li> <li>• Expansion of coverage for home working system (April 1, 2019)</li> </ul>
2019	<ul style="list-style-type: none"> <li>• Updates to the employee holiday and leave system (including congratulatory/condolence leave, alternative holidays, etc.)</li> </ul>

## 4.3 Health, Safety and Wellness of 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 have been putting this idea into practice and promoting activities.

In the following September, we adopted Fujifilm Group Employee Wellness Declaration to demonstrate our strong commitment to employee wellbeing. We believe it is one of the top managements' priorities to maintain and enhance the wellness of employees as our employees are the foundation imperative in realizing our Corporate Philosophy and Vision.

**Fujifilm Group Employee Wellness Declaration and related information**

<https://holdings.fujifilm.com/en/sustainability/vision/policy/health-safety>

#### 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**

<https://holdings.fujifilm.com/en/about/philosophy/law>

### 4.3.2 Management System

In FUJIFILM Holdings, ESG Division is responsible for occupational health and safety and Human Resources Division is responsible for employee wellness. Major issues related to each topic are reported to the Board of Directors through the ESG Committee chaired by the President of FUJIFILM Holdings.

#### Promotion Structure



### 4.3.3 Occupational Safety

With the concept of “Occupational health and safety is the basis of all business activities,” FUJIFILM Holdings gives the highest priority to the health and safety of its employees and is fully compliant with the related laws and regulations. For companies newly joining our group following M&A, we manage their occupational safety risks appropriately by conducting related due diligence, including risks of workplace accidents deriving from the facilities and working procedures, along with their compliance with related laws and regulations. The priority issues and results of each Group company are reported to and discussed by the FUJIFILM Holdings ESG Committee, and then reported to the Board of Directors.

In major business sites inside and outside Japan, occupational health and safety officers are appointed. These officers create and implement measures and education programs to reduce workplace 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.

Moreover, we regularly conduct labor-management consultations on occupational safety at each site of Fujifilm Group companies.

In 2020, FUJIFILM Holdings is to enact, at its sites all over the world, new Occupational Health and Safety Regulations that meet the requirements of ISO 45001:2018, an international occupational health and safety standard. The enactment and operation of the said regulations help clarify the safety management structure and safety promotion activity goals throughout the group to further reinforce our governance of occupational health and safety.

#### 1. Efforts for occupational health and safety

**Group-wide target #1: Zero serious workplace accidents\***

\* Serious workplace accident: An accident that causes death or permanent disability.

**Group-wide target #2: Workplace accident rate of 0.1 or less by 2030**

#### Number of Employees Taking Occupational Health and Safety Training

	FY2019
Fujifilm Group*	23,157

\* Fujifilm and its subsidiaries in Japan

#### 2. Serious workplace accidents in FY2019

Fujifilm Group: 2

- Death of heart attack during the union activity (Fuji Xerox China Limited)
- Fall death from a carrier machine during transport (Fuji Xerox Manufacturing Co., Ltd)

#### Number of Fatal Workplace Accidents

		FY2016	FY2017	FY2018	FY2019	Target
Fujifilm Group	Employees	0	0	0	1	0
	Contracted	0	0	0	1	0
Fujifilm*	Employees	0	0	0	0	0
	Contracted	0	0	0	0	0
Fuji Xerox*	Employees	0	0	0	1	0
	Contracted	0	0	0	1	0

\* Fujifilm and Fuji Xerox (-2018), Fujifilm, Fuji Xerox and their subsidiaries (2019-)

## 3. Workplace accident rate and workplace accident severity

( ) : chemical industry average in parenthesis\*6

Japan		FY2016	FY2017	FY2018	FY2019	Target
Workplace accident rate*1	Fujifilm Group	0.00 (0.37)	0.35 (0.28)	0.12 (0.47)	0.42 (0.42)	Workplace accident rate of 0.1 or less by 2030
	Fujifilm*3	0.00	0.30	0.00	0.30	
	Fuji Xerox*4	0.00	0.37	0.18	0.54	
Overseas		FY2016	FY2017	FY2018	FY2019	Target
Workplace accident rate*1	Fujifilm Group*5	3.79	1.87	2.71	1.36	Workplace accident rate of 0.1 or less by 2030
	Fujifilm	3.79	1.87	2.71	1.53	
	Fuji Xerox	—			1.23	
Japan		FY2016	FY2017	FY2018	FY2019	
Workplace accident severity*2	Fujifilm Group	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.003 (0.01)	
	Fujifilm*3	0.00	0.00	0.00	0.005	
	Fuji Xerox*4	0.00	0.00	0.00	0.002	
Overseas		FY2016	FY2017	FY2018	FY2019	
Workplace accident severity*2	Fujifilm Group*5	0.07	0.04	0.06	0.031	
	Fujifilm	0.07	0.04	0.06	0.043	
	Fuji Xerox	—			0.022	

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

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

\*3 Fujifilm (-2018), Fujifilm and subsidiaries (2019-)

\*4 Fuji Xerox (-2018), Fuji Xerox and subsidiaries (2019-)

\*5 Fujifilm and subsidiaries overseas (-2018)

\*6 Source for chemical industry average: 2019 Survey on Industrial Accidents, Ministry of Health, Labour and Welfare

## 4.3.4 Employee Wellness

We have appointed Director, General Manager FUJIFILM Holdings Human Resources as Employee Wellness Officer for the Group. Our newly established FUJIFILM Holdings Employee Wellness Promotion Group acts the key role to manage the wellness promotion department in Fujifilm Group, and to plan and roll out Group-wide wellness promotion initiatives. Fujifilm Group Employee Wellness Declaration has been disseminated to all Group companies across the world, and the companies are now taking actions that most suit to their region and country.

In Japan, the company is working closely with Fujifilm Group Health Insurance Association and occupational health physicians to maintain and promote workplaces wellness. In fiscal 2019, we assigned individuals responsible for employee wellness promotion in every Group company in Japan at the officer and person-in-charge levels. Group-wide wellness promotion meetings are organized to share the Group wellness policy and related information.

## 1. Enactment and dissemination of Fujifilm Group Employee Wellness Declaration

With the adoption of Fujifilm Group Employee Wellness Declaration, we developed an e-learning course to gain a deep understanding of the declaration among all Group employees. In fiscal 2019, 44,224 employees in Japan completed the course. At the same time, we shared wellness information via FUJIFILM Holdings' and Group companies' intranets and newsletters. In February 2020, all the executive officers of FUJIFILM Corporation and Fuji Xerox, as well as the presidents of their affiliate companies, made their own wellness declarations on the intranets.

## 2. Central management and analysis of employees' health data

In 2015, we introduced an information system that centrally manages employees' health checkup results linked to their working hours and results of stress level checks. It visualizes each employee's health status per company or across the entire Group. On top of that, we analyze the health data combined with medical data provided by Fujifilm Group Health Insurance Association to evaluate collective employee health level for each Group company and issue a health report that includes specific advice for further wellness enhancements. Those reports enable each company to clarify health issues to be addressed.

## 3. Setting the mid-term target for wellness issues

Since fiscal 2018, we have focused on five priority areas associated with employee wellness: behavior-related diseases; smoking; cancer; mental health; and long working hours. For each of the priority areas, we have set KPIs and group-wide targets for fiscal 2022.

### KPIs in Health Issues, Mid-term Targets and FY2019 Results

Priority Areas	KPIs	Mid-term Targets for FY2022	Results for FY2019	
Behavior-related Diseases	Employees with BMI > 25	21%	25.9%	
	Employees with HbA1c > 6.0%	6%	7.7%	
Smoking	Employees who smoke	12%	22.6%	
Cancer	Employees who received screening	Lungs	100%	98.6%
		Stomach	100%	78.5%
		Endoscope rate	90%+	56.6%
		Large intestine	100%	82.0%
		Breasts	90%+	72.5%
		Cervical	90%+	59.2%

Scope: Fujifilm Group employees in Japan (Screening rates for stomach and large intestine cancers are for employees aged 40 or over)

### Efforts against cancer

Cancer is one of the five priority areas. We launched Fujifilm Nishi-Azabu Medical Center\* in our Nishi-Azabu HQ in 2014. The center has contributed to increase the number of employees who receive cancer screening. For example, the percentage of Group employees in Japan who received stomach cancer screening as a part of the company's regular health checkup program is now higher than that in fiscal 2015 by more than 10 percentage points. Moving forward, by fiscal 2022, we strive to bring this figure to 90% at lowest for stomach cancer, large intestine cancer, breast cancer, and cervical cancer. We promote this initiative with our strong will to minimize the number of Group employees passing away from cancer by increasing the chances of early cancer detection and receiving appropriate treatment.

\* Fujifilm Nishi-Azabu Medical Center is equipped with endoscopic systems incorporating our unique advanced technologies to offer upper endoscopy and colonoscopy services. Such technologies include a transnasal endoscope that is inserted through the nose to reduce nausea caused by gag reflex. The medical center also has mammography and breast ultrasound equipments to offer gynecological checkups to Fujifilm Group employees. Fujifilm Health Management Center in Minami-Ashigara City, Kanagawa Prefecture, Japan also offers similar screening and checkup services as Nishi-Azabu Medical Center.

## Cancer Screening (Fujifilm Group Health Insurance Association Subsidy Program)

Cancer type	Procedure	Target Group	Interval
Stomach	Endoscopy (X-ray)	Over 35/over 40	Annual
Esophagus			
Large Intestine	Fecal occult blood test	Over 35/over 40	Annual
	Colonoscopy	Over 50	Once during employment period
Breast	Ultrasound (under 39)	Female	Annual
	Mammography (over 40)		
Cervical	Cytologic diagnosis	Female	Annual
Prostate	PSA (blood)	Male over 50	Biennial
Lung	Chest helical CT	Over 40	Annual
Liver, kidney, pancreatic, biliary tract	Ultrasound	Over 35/over 40	Annual

## 4. Wellness initiatives

We have started a wide range of initiatives for workplace wellness under the leadership of the Employee Wellness Officer assigned in each company.

## (1) Initiatives in Japan

## In Japan

Priority Areas	FY2019 Programs	FY2019 Highlights
Behavior-related Diseases	Walking events	22,649 employees participated (x 3.3 vs. FY2018)
Smoking	Online program for quitting smoking	436 applications (x 8.5 vs. FY2018)
	Non-smoking during working hours	Incorporated into working regulations since April 2020
	Monthly non-smoking day throughout the day including break time	Six times since October 2019
Cancer	Lecture on large intestine endoscopy by Director of Fujifilm Endoscopic Clinic in Nishi-Azabu	165 employees attended in the HQ; the lecture was recorded and made available on the intranet

## (2) Initiatives around the world

FUJIFILM Holdings Employee Wellness Promotion Group started regular communications with the wellness promoters in the U.S., Europe, China, and Asia Pacific in fiscal 2019. Through collaborative efforts, we offer wellness programs for overseas Group employees taking into account local conditions such as medical care system and wellness practices in each region or country.

### Around the World

Countries/Regions	Programs
U.S.	Launched Fujifilm Fit wellness program in North America. The program includes walking and yoga classes guided by instructors. 15,000 employees have joined the program since 2014. The company provides information on behavioral health such as diet and checkups via website "HealthyColors.com."
Europe	Reflecting the findings on wellness status in each country, programs tailored to meet local needs are offered. Examples in the U.K.: wellness information posted on "Wellbeing Hub" intranet website; healthy canteen menus; awareness raising program to prevent breast cancer
China	Similarly to Japan, increases in prevalence of behavior-related diseases and cancer are the major issues to be addressed. Employees can participate in company-sponsored wellness seminars and exercises to prevent lower back pain in addition to access wellness information on the intranet.
Asia Pacific	With the perception of cultural diversity among Southeast Asia, India, and Oceania, efforts are being made, as well as sharing related information, to build awareness that we should enhance our own wellness just as we contribute to the improvement of people's wellness through our healthcare business.

## (3) Recognition received as leading company to promote employee wellness

FUJIFILM Holdings, together with its operating companies Fujifilm and Fuji Xerox, was certified as "Health and Productivity White 500" accredited by the Ministry of Economy, Trade and Industry, Japan (METI). The certification is given to top 500 large enterprises engaged in promoting employees' well-being from strategic perspective. It is the fourth consecutive year for us to receive the honor. In addition, fifteen of our Group companies in Japan and Fujifilm Group Health Insurance Association also were certified as "Health and Productivity" companies for 2020 in the medium-sized entity category.

Certified as "Health and Productivity White 500" for the fourth consecutive year since 2016



# 4.4 Human Resource Development for Employees/Talent Attraction and Retention

**Definitions in this section**

Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies  
 Fujifilm Group Japan: FUJIFILM Holdings Corporation and its consolidated companies in Japan

## 4.4.1 Basic Approach

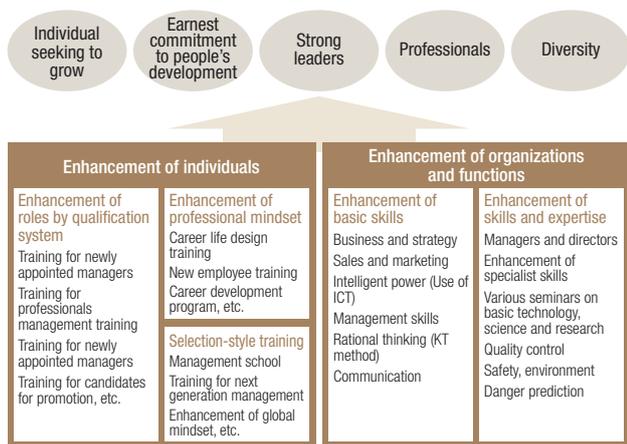
The Fujifilm Group values human resource development as we believe that individual growth is extremely important for the company’s growth. In order to accelerate the global development of a company in a rapidly changing business environment, it is indispensable that each employee initiates their own 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 build their capacities and concentrate on their tasks through exerting their abilities to the fullest extent and thereby improve their careers.

## 4.4.2 Structure for Human Resource Development

The Fujifilm Group is pushing forward global human resource development through collaborations among the human resource departments of each Group company under the leadership of the Human Resources Division of FUJIFILM Holdings. The universal foundation to determine the direction of our human resources development is the FUJIFILM WAY (FF-WAY), which focuses on reinforcement of See-Think-Plan-Do (STPD). The FF-WAY incorporates essential factors to change people’s minds towards realizing the company vision and to reform our corporate culture. The methods used for day-to-day business operations have been established in accordance with the FF-WAY. The Fujifilm Group promotes dissemination of the FF-WAY to all employees under the initiative of the director of each company.

### 1. Human resource development programs

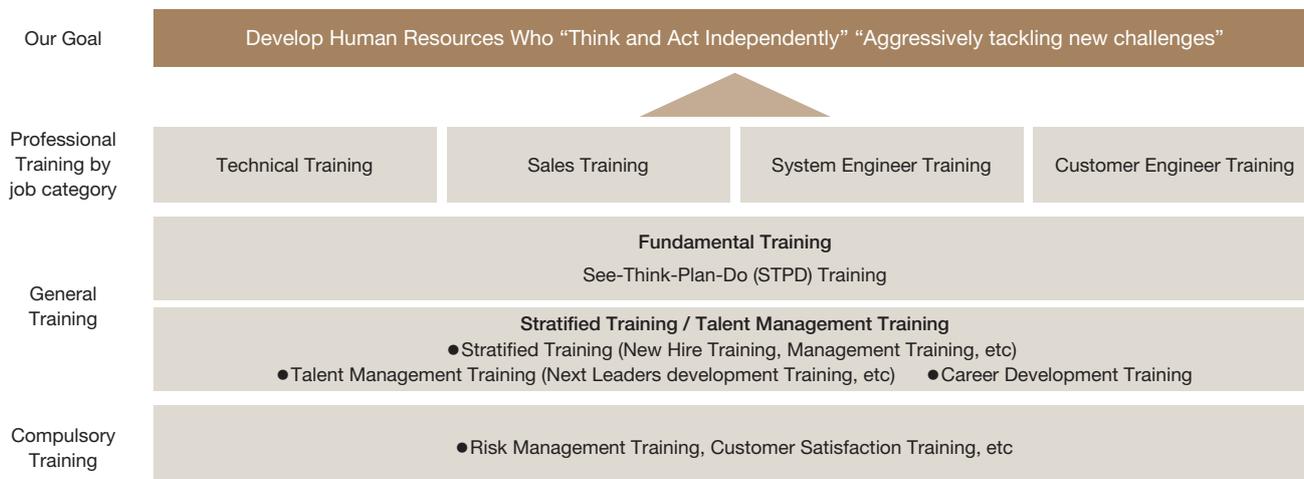
FUJIFILM Corporation’s Human Resource Development



FUJIFILM Corporation’s Training to Develop Global Human Resources

● For Japanese employees	
For employees appointed to overseas positions	<ul style="list-style-type: none"> <li>Training prior to overseas appointment</li> <li>Training to develop overseas managers</li> </ul>
Overseas onsite training	<ul style="list-style-type: none"> <li>Short-term onsite training system</li> <li>Overseas trainee system</li> <li>Overseas study system</li> </ul>
For interested employees	Language lessons, distance-learning (languages)
For technical position	MOT (technical management) training
● For employees of overseas subsidiaries	
Development of global leadership	<ul style="list-style-type: none"> <li>FUJIFILM Global Leadership Seminar</li> <li>FUJIFILM Regional Leadership Seminar</li> </ul>
Dissemination of corporate philosophy	FUJIFILM WAY Training

## Human Resources Development of Fuji Xerox Co., Ltd.



## 2. Individual performance appraisal

The Fujifilm Group has been introducing performance assessments through the Management by Objectives approach in Group companies across the world. The Management by Objectives approach draws out employees’ sense of ownership and facilitates mutual communication with their supervisors, and hence help build an “open, fair, and clear” corporate culture. We aim to embed this approach throughout the Group companies for a better corporate culture.

## 3. Employee engagement

One of our goals in the Sustainable Value Plan 2030 (SVP 2030) is “Create environments that lead to motivated workplaces.” The growth of each employee in the group and full exertion of their capabilities are the indispensable driving force to achieve our organizational goals. Based on this idea, we regard positive feedback concerning their work as the foundation of their will to exert their capabilities. For this reason, we conduct regular surveys on employees’ engagement with their jobs.

Also, the Fujifilm Group employees are free to access FUJIFILM Holdings’ consultation contacts directly without having their supervisor involved. For more details, refer to 2.2.5 *Whistle-Blowing Office and Consultation Office*.

## 4.4.3 Effort Results and Progress

### 1. Human resource development programs

We continued to provide our employees with the FUJIFILM WAY Training and STPD (See-Think-Plan-Do) Training in fiscal 2019. These programs are incorporated within the training sessions in Japan for new and promoted employees. We have started providing these programs worldwide through e-learning courses.

Number of participants to FUJIFILM WAY Training and STPD (See-Think-Plan-Do) Training

As of March 31, 2020

	FY2018	FY2019
Fujifilm Group	5,745 Of which, 753 were in Japan	4,865 Of which, 1,475 were in Japan

We continued offering our data science training programs in fiscal 2019 to bring digital reforms to the entire business and enhance employees’ IT literacy for better productivity. There have been some 500 participants to the programs to date, 150 of which were followed up to help them apply what they have learned from the programs in their jobs. At the same time, we further improved efficiency in business operations utilizing ICT, such as spreading the Robotic Process Automation (RPA) and Business Intelligence (BI) tools.

We also started the MATLAB program for employees in the medical business. This area currently takes the leading role among our businesses and this program will add further momentum. The program is designed to increase employees’ AI literacy and thereby enhance the application and implementation of AI within products.

## Number of MATLAB Participants and Sales of Related Products

As of March 31, 2020

	FY2019
Number of MATLAB participants	10
[Reference] Sales of related products	<ul style="list-style-type: none"> <li>• Sales increase of AI-based 3D image analysis system, VINCENT, compared to previous year: 112%</li> <li>• New product, SAI, developed and launched in 2019.</li> </ul>

## 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 Corporation	28,766	5.44	197,620 thousand yen	37,371 yen
Fuji Xerox Co., Ltd.*	112,456	13.8	263,645 thousand yen	32,472 yen

\*Including executive officers and employees on temporary assignment

## 2. Individual performance appraisal

By fiscal 2019, we have implemented the MBO (management by objectives) to 100.0% of Fujifilm Group Japan employees.

## Implementation of MBO

As of March 31, 2019

	FY2019
Fujifilm Group Japan	100.0%

## 3. Employee engagement

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.

In addition, responses to the surveys carried out by each company conducted in fiscal 2019 have been analyzed, along with changes over previous fiscal years, and the results utilized to further improve employees' job engagement.

## (1) FUJIFILM Corporation survey on job motivation

	FY2017	FY2018	FY2019
Percentage of respondents who reported that they feel motivated in their jobs*	92.5%	92.2%	93.1%

### (2) Fuji Xerox employee engagement survey

Fuji Xerox and its affiliated companies worldwide have been conducting an annual employee motivation survey based on the common indices “Core Morales”<sup>\*1</sup> as well as on unique indices customized for each region and country. In fiscal 2019, total 28,500 people (94.8% of target employees) responded to the survey.

Coverage		FY2016	FY2017	FY2018	FY2019
Scores for Core Morales, <sup>*2</sup> employee awareness indices	Fuji Xerox Co., Ltd.	3.38	3.33	3.37	3.40
	Sales companies in Japan	3.40	3.35	3.34	3.39
	Affiliate companies in Japan excluding sales companies	3.26	3.26	3.27	3.37
	Other affiliate companies (marketing and administration)	3.55	3.56	3.53	3.62

<sup>\*1</sup> Core Morales are the 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.

<sup>\*2</sup> The average of scores for Core Morales (5.00 points max.) in the ES awareness survey

### (3) Employee stock ownership

Fujifilm Group Japan started its employee stock ownership scheme in 1975 for Fujifilm Group employees in Japan to help motivate their job engagement.

	FY2018	FY2019
Number of employee stock owners	10,688	11,344
Percentage of ownership*	30%	32%

\* Ownership percentage =  $\frac{\text{Number of employee stock owners as of March 31, 2020}}{\text{Number of domestic Group company employees as of March 31, 2020}}$

## 4. Regular employees new hires

### FUJIFILM Corporation

		Total	Male	Female
New graduate new hires <sup>*1</sup>	Technical positions	56	44	12
	Administrative positions	55	39	16
	Factory recruitment	2	0	2
Mid-career recruitment <sup>*2</sup>		39	35	4

<sup>\*1</sup> Number of new graduates hired for FY2019 as confirmed at the beginning of April, 2020. (including graduates from university & graduate school )

<sup>\*2</sup> Number of mid-career recruitment represents those from April 2019 to March 2020.

### Fuji Xerox Co., Ltd.

		Total	Male	Female
New graduate new hires <sup>*1</sup>	Technical positions	117	50	8
	Administrative positions		37	22
Mid-career recruitment <sup>*2</sup>		75	62	13

<sup>\*1</sup> Number of new graduates hired for FY2019 as confirmed at the beginning of April, 2020. (including graduates from university & graduate school )

<sup>\*2</sup> Number of mid-career recruitment represents those from April 2019 to March 2020.

## 4.5 Human Rights

### 4.5.1 Basic Approach

The Fujifilm Group recognizes that respect for human rights is our responsibility. We clearly state our commitment to this responsibility in Fujifilm Group's Charter for Corporate Behavior and Code of Conduct translated into 24 languages. The Charter for Corporate Behavior and the Code of Conduct state our basic approach toward respecting human rights. We established 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 mitigate the risks that negatively impact human rights 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 CSR Committee (current ESG Committee), chaired by the President in 2018.

The Fujifilm Group aims to grow together with our suppliers through sharing with them the recognition of the importance of social responsibility and corporate ethics in undertaking business activities. With this aim, we clearly communicate to our suppliers our "Request to Suppliers" which refers to Fujifilm Group Charter for Corporate Behavior and Code of Conduct and request them to operate in line with the Charter and the Code.

In July 2020, we established Fujifilm Group Global Healthcare Code of Conduct to clarify the fundamental principles such as respecting patients and their human rights in all of our activities as well as ensuring appropriateness and transparency in our interactions with healthcare professionals. The Code of Conduct applies to all executive officers and employees involved in our healthcare business. Moreover, we will request our business partners including distributors, in addition to other executive officers and employees of Fujifilm Group, to respect the Code of Conduct.

Fujifilm Group Charter for Corporate Behavior Article 2. Social Responsibility, Article 3. Respect for Human Rights, Article 5. Vibrant Workplaces

Fujifilm Group Code of Conduct	<a href="https://holdings.fujifilm.com/en/about/philosophy/conduct">https://holdings.fujifilm.com/en/about/philosophy/conduct</a>
Fujifilm Group Human Rights Statement	<a href="https://holdings.fujifilm.com/en/about/philosophy/law">https://holdings.fujifilm.com/en/about/philosophy/law</a>
Request to Suppliers	<a href="https://holdings.fujifilm.com/en/sustainability/vision/policy/statement">https://holdings.fujifilm.com/en/sustainability/vision/policy/statement</a>
Fujifilm Group Global Healthcare Code of Conduct	<a href="https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement">https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement</a>
	<a href="https://holdings.fujifilm.com/en/sustainability/vision/policy/global-healthcare">https://holdings.fujifilm.com/en/sustainability/vision/policy/global-healthcare</a>

### 4.5.2 Management System

#### 1. Human rights due diligence process

The Fujifilm Group has implemented a human rights due diligence process in accordance with the procedures set out in the UN Guiding Principles on Business and Human Rights, covering all business activities we are operating or involved in. To facilitate the process, we referred 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. Specifically, we identify potential and actual risks, investigate where in the value chain of business activities such risks are likely to occur, specify the individuals who could be negatively impacted and how, examine and implement preventive or mitigating measures, communicate with external stakeholders, and disclose relative information. We summarize the findings from the risk assessment in a form of risk map and revisit it periodically.

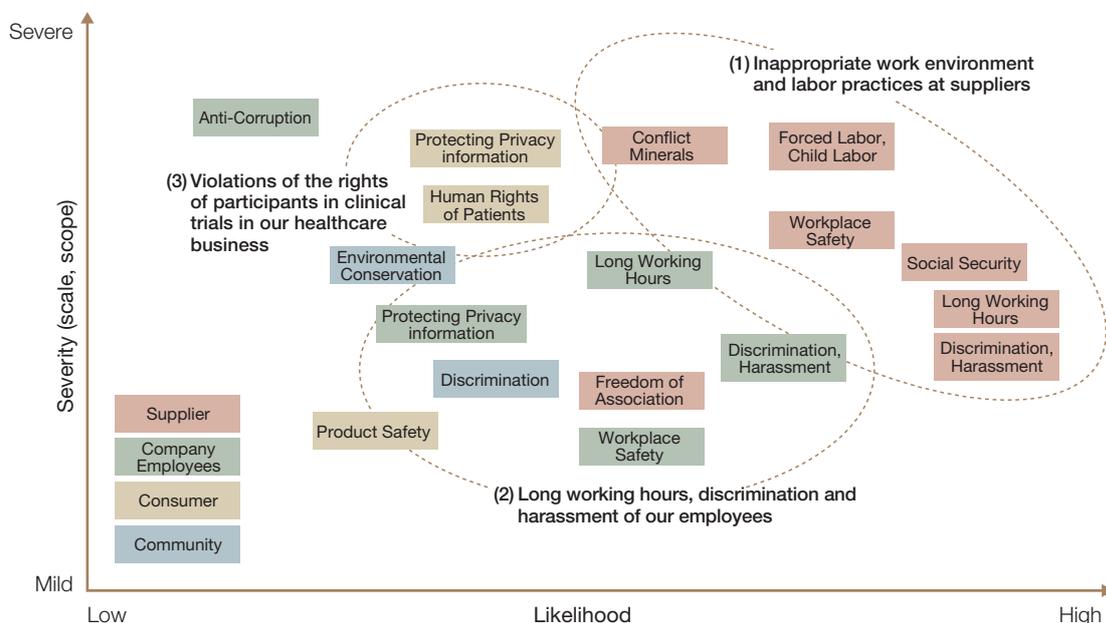
In the Fujifilm Group, priority issues concerning human rights are escalated, along with the progress of preventive or mitigating measures implemented, to the FUJIFILM Holdings ESG Committee for their deliberation and reported to the Board of Directors. On a day-to-day basis, resources to ensure respect for human rights are allocated depending on the individuals potentially impacted; Human Resource resources for issues concerning the Fujifilm Group employees, Procurement resources for issues concerning suppliers or in-plant contractors. Prior to the execution of a merger and acquisition or at the start of a new business involving large investment, we perform human rights checkup as a part of the comprehensive due diligence process, to assess the appropriateness of such investment.

#### 2. Human rights impact assessment to determine Fujifilm Group's priority issues

In fiscal 2019, we re-examined our potential human rights issues based on the characteristics of our businesses and the countries in which we operated. We also assessed those potential issues based on their severity and likelihood. We have determined three human rights issues as our priority and initiated related activities: (1) Inappropriate work environment and labor practices at suppliers, (2) Long working hours, discrimination and harassment of our employees and (3) Violations of the rights of participants in clinical trials in our healthcare business.

We also remain involved in the Stakeholder Engagement Program (SHE) hosted by Caux Round Table Japan. The program highlights some high-priority human rights issues which we reflect in our assessment.

Impact Assessment of Potential Human Rights Issues (Risks Associated with Existing Businesses)



### 3. Prevention and mitigation of adverse impact on human rights and progress

#### (1) Inappropriate work environment and labor practices at suppliers

As the Fujifilm Group operates businesses that require assembling and processing products and parts, one of our priority human rights issues is inappropriate work environments and labor practices at our suppliers. The Fujifilm Group implements actions for respecting human rights in our supply chain at the suppliers, contractors and cooperation companies mainly within the framework of sustainable 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. In the Sustainable Value Plan 2030 (SVP 2030), our CSR mid- and long-term plan announced in 2017, we committed to reinforce the CSR foundations such as labor practices, human rights, environment, and corporate ethics throughout the supply chain—which we appointed as one of the priority areas. The Group’s sustainable procurement program comprises (1) Communication of procurement-related policies; (2) Risk assessments at suppliers; (3) Requesting suppliers to improve and offering support; (4) Improvement activities by 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.

Procurement Policy and Request to Suppliers <https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement>

#### (2) Long working hours, discrimination and harassment of our employees

##### Employee education regarding human rights issues

The Fujifilm Group has started the global education for all the employees to disseminate the Human Rights Statement as well as Fujifilm Group’s Charter for Corporate Behavior and Code of Conduct. As for the human rights issues on our employees, we raise awareness among Group employees in their new hire training programs and training programs for new managerial personnel. The training programs for new managerial personnel focus on workforce management in general, including prevention of long working hours and mental health measures, as well as harassment prevention. Regarding overtime working hours, trend in monthly overtime is monitored, and warnings and guidance are issued to the business divisions exceeding the designated levels and the necessary corrective measures are implemented continuously. We address harassment issues by implementing measures coordinated to fit the conditions at each company or business division, in addition to regular training programs.

### (3) Violation of the rights of clinical trial participants in Healthcare Business

The newly published Global Healthcare Code of Conduct opens with a declaration of respect for the right to self-determination, dignity, privacy and the human rights of clinical trial participants. The Code of Conduct not only applies to all executive officers and employees in our healthcare businesses, but also to our subcontractors, temporary workers, sales agents and distributors, and all other business partners and interested parties involved in the provision, sales and support of our products and services. We plan to implement appropriate steps to request all these parties to respect the standards and requirements of the Code of Conduct.

Complaints related to healthcare products and services are reported promptly to the relevant business division or affiliate. Appropriate investigation will then be carried out, followed by corrective measures where necessary. Complaints may be reported to the relevant regulatory authority where appropriate.

Our Global Healthcare Code of Conduct has been disseminated across the Fujifilm Group. We plan to develop e-learning programs for all employees working in the field of healthcare worldwide.

## 4. Human rights grievance mechanism for internal and external stakeholders

Chapter 1 of the Fujifilm Group Code of Conduct describes our policies on Respect for Human Rights. The Fujifilm Group employees have access to the internal whistle-blowing systems to report any concerns relating to violation of any item listed in the chapter or infringements of human rights that require correction and remedies. Reports can be submitted to either (1) each company or region, or (2) FUJIFILM Holdings. In either case, the anonymity of the whistle blower is ensured and therefore they cannot be unfavorably treated because of their report.

For the results of the whistle-blowing system in fiscal 2019, see 2.2.6 *Effort Results* in this report.

For external stakeholders, we provide “Contact Sustainability” form on our official website to listen to the feedbacks on our sustainability activities including those related to human rights from the public at large, both anonymously and otherwise. All complaints and suggestions will be considered and handled appropriately after investigating the facts.

Contact Sustainability  <https://holdings.fujifilm.com/en/contact>

## 5. Collaboration with initiatives regarding human rights

### (1) UN Global Compact

FUJIFILM Holdings 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. We have also been in collaboration with the Global Compact local network in Japan, by participating in, to name those concerning human rights, the Human Rights Due Diligence Working Group, Supply Chain Working Group and Human Rights Education Working Group.

### (2) Caux Round Table (CRT) Japan

FUJIFILM Holdings has been participating in the Stakeholder Engagement Program (SHE) organized by the Nippon CSR Consortium (secretariat: CRT Japan) since 2012, discussing human rights issues by industry.\*<sup>1</sup> In the 2018 Business and Human Rights Conference in Tokyo, held by CRT Japan, we presented our human rights practices\*<sup>2</sup> 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 learnings from the dialogue.\*<sup>3</sup>

\*1 CRT Stakeholder Engagement Program (SHE)

(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 (in Japanese only)

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

Please refer to 4.5.3 (2) in this report for more information on the dialogues.

### 4.5.3 Results for Measures Including Remedies and Corrective Actions

#### 1. Measures for the priority issues on human rights

##### (1) Inappropriate work environment and labor practices at suppliers

To assess human rights risks in our supply chain, we have been requesting suppliers to use a self-checklist covering areas such as labor, human rights, the environment, corporate ethics etc. As a result of our continued efforts, our first-tier suppliers in Japan, Europe, and the United States have all been recognized as having low CSR risks. Beyond these regions, we are currently enhancing to gather information on human right risks. In fiscal 2019, a certain labor practice at our production site in the Philippines and its subcontractor was uncovered in an internal audit and has been corrected to ensure that they respect for human rights is maintained.

For details of our sustainable procurement activities, including those related to conflict minerals and other themes that involve potential risk of human rights violations, please refer to *2.4 Supply Chain Management* in this report.

##### (2) Long working hours, discrimination and harassment of our employees

In fiscal 2019, 92 of the Fujifilm Group companies identified actual or potential risks related to long working hours and/or discrimination and harassment at their workplace. These were designated as priority human rights issues and preventive measures to mitigate the risks have been implemented in all these Group companies. For the business divisions where potential or actual risk levels were recognized to be high, we conducted customized harassment training. Also, we provided the risk managers in those divisions with detailed instructions on how to handle the situation when this kind of issue arises.

For details of our group-wide risk management, please refer to *2.2.4 Risk Management* in this report.

Among the reports and consultations processed by the Fujifilm Group's internal whistle-blowing system in fiscal 2019, there were no cases of human rights violations with such severity as to be publicly reported.

Taking account that human rights issues concerning foreign workers are surfacing in Japan, the Fujifilm Group started a survey on the status of foreign workers directly employed by our operating companies. In fiscal 2019, we identified the number of the foreign workers (312 at the end of fiscal 2018) and their nationalities. We plan to investigate their working conditions as our next step.

For occupational health and safety efforts, see *4.3 Health, Safety and Wellness of Employees* in this report.

We also confirm once again that no instances of child labor have been uncovered in our workforce in fiscal 2019.

##### (3) Violations of the rights of clinical trial participants

We have set up the Bioethics Review Committee to monitor clinical trials to protect the interests of participants.

No violations of Global Healthcare Code of Conduct were reported in fiscal 2019.

#### 2. Dialogue on human rights with external stakeholders

##### (1) Caux Round Table (CRT) Japan

In the Business and Human Rights Conference in Tokyo, organized by Caux Round Table (CRT) Japan, we had individual dialogues with international business and human rights experts again in 2019.

##### ● FY2019 Dialogue with human rights experts

**Date:** October 10, 2019

**Location:** Tokyo, Japan

**Participants:** Experts

Livio Sarandrea, Business and Human Rights Advisor, United Nations Development Programme, Bangkok Regional Hub

Neill Wilkins, Head of Migrant Workers Programme, Institute for Human Rights and Business

Dirk Hoffmann, Senior Advisor, Danish Institute for Human Rights

Pauliina Murphy, Engagement Director, World Benchmarking Alliance

**FUJIFILM Holdings**

Rumi Hagiwara, Manager, ESG Division

Yuko Araki, Manager, ESG Division

Toshihiko Hoshino, ESG Division

**Moderator**

Minoru Matsuzaki, Caux Round Table (CRT) Japan

**Topics:** Assessment of the Fujifilm Group's current efforts concerning human rights and opinion exchange on future challenges

**Discussion results:**

The Fujifilm Group received recognition that our efforts covered a wide scope of issues and were improving year by year. Also, our determination to explain how our corporate human rights policy follows UN principles in an easy-to-understand manner for an external audience was particularly valued. We also won assent for our focus on ESG, through which we provide positive impact by means of our business, rather than on CSR, which emphasizes one's philanthropic attitude but tend to leave human rights issues not sufficiently clarified.

At the same time, we were advised to extend our efforts concerning the supply chain other than through the self-assessment undertaken by suppliers themselves. Specifically, we were advised to hold direct conversations with local stakeholders with the help of local human rights experts and NGOs as well as to go through assessment by those local stakeholders. Another suggestion was that we need not try to realize these all by ourselves, but could leverage existing CSR programs and cooperate with other companies in the target countries.

**(2) Adopting opinions of external experts pertaining to life sciences (Bioethics Review Committee)**

We have set up Fujifilm Bioethics Review Committee to oversee our research and business activities related to life sciences. The committee members include external experts, allowing the committee to conduct comprehensive studies into protecting personal information and the viability of action in terms of ethics and science. The findings of such reviews are fed back to our research & development and other related activities appropriately. The targets for review are genetic analysis with the use of human-derived tissue, immunological research, clinical research and the handling of personal genetic data and related operations. In clinical trials, for example, our clinical trial plans are reviewed by the external experts to ensure that they do not affect the interests of the clinical trials participants.

In fiscal 2019, we concluded 18 bioethics reviews in total including simplified reviews. The Committee's regulations, list of members, related research documents published, and minutes of the committee meetings are available on our website.

**(3) Dialogue with community**

As a member of the community, the Fujifilm Group proactively discloses the Group's environmental protection activities and holds events in the form of environmental communication meetings and similar activities to collect feedbacks from the local community. We plan to upgrade the environmental activities conducted by our factories and carry out active and continuous information communication and disclosure to the public at large.

## 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 the Policy, we are conducting activities focusing on the fields of research and education, culture, arts and sports, health and environmental conservation. We value cooperation and collaboration with local communities, institutions, NPO/NGOs, and others and contribution by employees' voluntary activities.

#### 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

SVP 2030	Theme of social contribution	SDGs	Relation to business	Activities	Social/environmental results
Health	Contribution to improving medical environment & prompt disease prevention		Healthcare & Materials Solutions	<ul style="list-style-type: none"> <li>• Supporting prevention of Heart disease for American women (FF)</li> <li>• Implementing Global health program aiming to reduce global medical disparities (FF)</li> <li>• Fighting breast cancer campaign (FF) etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Improving medical environment by participating medical projects in emerging countries</li> <li>• Providing medical devices and technical instruction</li> </ul>
Life Style	Contribution to culture, art, education, and recovery from disaster utilizing photos, photographic film, and printing technologies	 	Imaging Solutions, Document Solutions	<ul style="list-style-type: none"> <li>• Replication of historical documents (FX)</li> <li>• Photo project for children who encountered death in the family (FF)</li> <li>• Photo restoration project (FF) etc.</li> <li>• Supporting the project of establishing a library in the school</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting various partnerships among each region</li> <li>• Increasing communicating population</li> <li>• Support for children who suffered</li> </ul>
Health/Others	Contribution to educational issues to the next generation and disabled people	 	Document Solutions	<ul style="list-style-type: none"> <li>• Offering learning materials in emerging countries (FX)</li> <li>• Support to make large-font textbooks to students with low vision (FX)</li> <li>• KID'S ISO (FX)</li> <li>• Donation books and stationery to deprived children (FF)</li> <li>• Photographic events for children with rare or intractable diseases (FF)</li> <li>• Mental support for children through photographs (FF)</li> <li>• Volunteer group that support employees take part in social participation: Hasu (fraction) Club etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Raising children's knowledge level and support for children in emerging countries</li> <li>• HR development to contribute to local community</li> </ul>

### 4.6.3 Social Contribution Activities Continued by the Fujifilm Group

Social contribution through business operations	<ul style="list-style-type: none"> <li>● Photo Rescue Project (Fujifilm)</li> <li>● Creating digital archives of cultural assets (Fujifilm)</li> <li>● The Heart to Heart Communication—“PHOTO IS” 50,000—Person Photo Exhibition (Fujifilm)</li> <li>● Album Café (Fujifilm)</li> <li>● Reproducing historical documents (Fuji Xerox)</li> <li>● Pink Ribbon Campaign (Fujifilm)</li> </ul>
Support for the education of the future generation	<ul style="list-style-type: none"> <li>●● Photo class for young people (Fujifilm)</li> <li>●● Support to make large-font textbooks to students with low vision (Fuji Xerox)</li> <li>●● Offering learning materials in emerging countries (Fuji Xerox)*1</li> </ul>
	<ul style="list-style-type: none"> <li>● Special Olympics (Fuji Xerox)</li> </ul>
Environmental conservation and biodiversity conservation	<ul style="list-style-type: none"> <li>●● Kikigaki-Koshien (Fujifilm)</li> <li>●● Kankyo-Nikki, “Midori-no-Komichi” (Fujifilm)</li> <li>●● “Kids’ ISO 14000” program (Fuji Xerox)</li> </ul>
	<ul style="list-style-type: none"> <li>● Charitable Trust Fujifilm Green Fund (Fujifilm)</li> <li>● “Watashi-no-Shizenkansatsuro Competition” (Fujifilm Green Fund, etc.)</li> <li>● Ground water conservation activities in Minami-Aso village (FUJIFILM Kyushu)</li> <li>● Volunteer tree planting activity in China (Fujifilm)</li> <li>● Training sessions for nature guides (HASU-Club, Fuji Xerox)</li> </ul>

Example of the Activities by FX Group Companies (\*1 Textbook provision in emerging countries)

Country	FY2018				FY2019			
	Number of textbook distributed	Number of children supported	Number of media exposed (including SNS)	Number of volunteers	Number of textbook distributed	Number of children supported	Number of media exposed (including SNS)	Number of volunteers
Philippines	0	0	0	0	0	0	0	0
Thailand	39	39	21	26	0	0	0	0
Vietnam (2 companies)	10,860	7,000	8	24	8,000	3,500	19	23
Malaysia	800	250	3	0	418	418	0	0
Total	12,199	7,289	32	50	8,418	3,918	19	23

### 4.6.4 Results of Social Contribution

#### 1. The amount of expense on social contribution

The Amount of Expense of FY2019 by Category in the Fujifilm Group

Type of contribution	Amount (million yen)
Education for future generations	49
Harmony with the local community	111
Promote culture and the arts in society (in Japan)	729
Consideration for the international community and international cultures	1
Cooperation with NGOs and NPOs	18
Total	908

\* See Chapter 5. Sustainability Accounting

## 2. Community investment cases

In Japan	Overseas
<p>● <b>Fujifilm Green Fund</b> In commemoration of FUJIFILM's 50th anniversary, Fujifilm started this Fund as 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>● <b>HASU-Club (Fuji Xerox)</b> 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>● <b>Contribution to recover the original marshland and bushland</b> 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>

### 4.6.5 Efforts to Assess the Impact on Society and the Environment

#### 1. Contribution effect for customers through environmental activities in business (CO<sub>2</sub> 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		
	FY2017	FY2018	FY2019
1. High-density magnetic memory materials	7,165	8,414	8,252
2. Processless CTP plate that does not require developer*	1,746	2,598	3,382
3. Film for LCDs: WV films	4,120	2,790	2,398
4. Digital color multifunction device and printers	24,962	16,986	14,033
<b>Total</b>	<b>37,993</b>	<b>30,788</b>	<b>28,064</b>

\* The second item in the above chart is changed from "Pre-sensitized aluminium plate not using plate-making film" which has been listed until last year to "Processless CTP plate that does not require developer"

#### 2. Social impact assessment in social contribution

In 2018, Fuji Xerox worked to "visualize" its social contribution activities in order to understand their social significance, results, and effects and make them improve. We will continue to carry out impact assessments regularly to clarify and improve our activities.

##### [Implementation method]

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) Considering a logic model utilizing the Social Impact Assessment Tool Set created by GSG.\*<sup>1</sup>

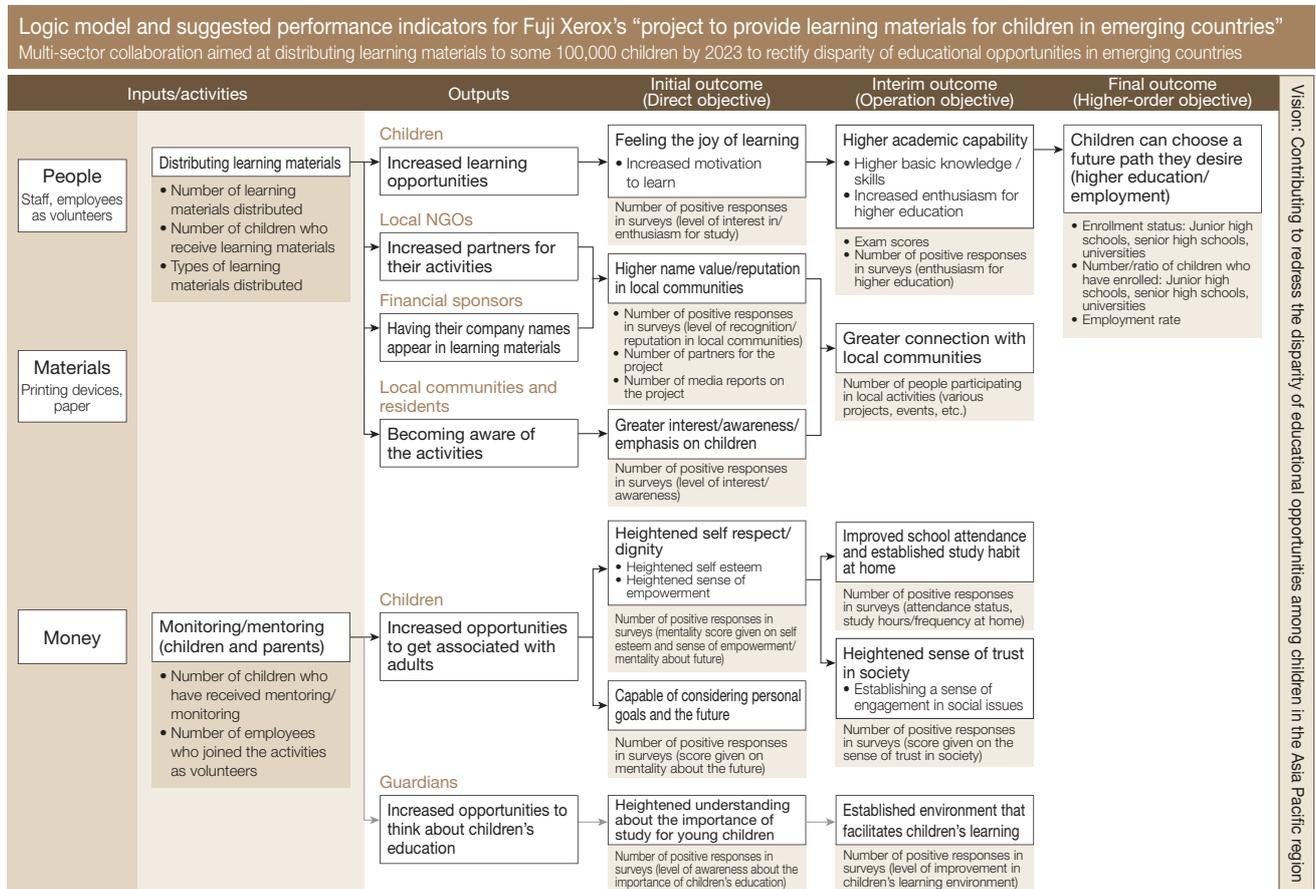
(2) Creating a logic model based on a program evaluation approach and a review by Meiji University.

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.

\*<sup>1</sup> GSG: <http://impactinvestment.jp/about/> (in Japanese only)

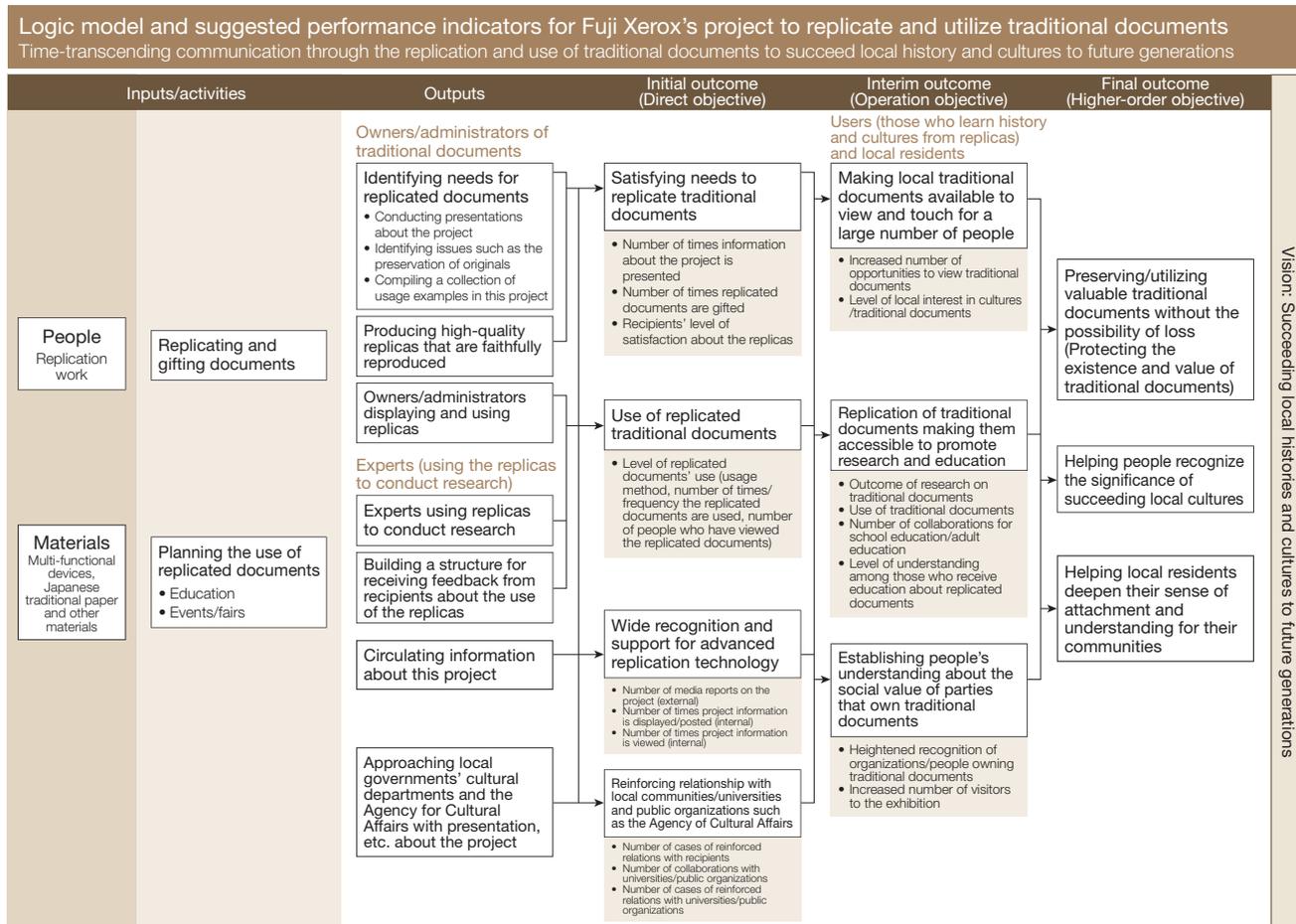
### 3. Discussion example: Suggested social impact assessment logic model and indices

#### (1) Project to provide learning materials for children in emerging countries



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

(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.