Engagement with Employees

Fuji Xerox will create a corporate culture that motivates and empowers individual employees to achieve their full potential.

Our Ideal

Engagement with Employees

Our Basic Approach

Fuji Xerox aims to create a corporate culture that motivates and empowers every one of our diverse employees, with their individual traits and different backgrounds, to make maximum use of their expertise and ability and have the satisfaction of personal and professional growth. We are engaged in various initiatives to improve employee satisfaction, increase diversity, provide personnel training and education, and promote health, while seeking to empower each of our employees to rise to the challenges of growth and change and to think and act on their own.

History

Creating New Work Styles

1978
• Morale survey starts.
1988
• New Work Way management innovation initiative is launched.

Reconfiguring Shared Values

1998
• Mission Statement and Shared Values are established; “Respect for Diversity” is declared.
2001
• Employee Motivation and Satisfaction Survey starts at overseas affiliates.

Strengthening Initiatives toward Growth and Innovation

2003
• Global leaders development program is introduced on full scale.
2009
• Fuji Xerox and its affiliates in Japan launch same rank-based education programs.
2012
• Systems relating to childcare and family nursing care leave are improved.
2013
• Department-level dialogues utilizing results of Morale Survey start.

Features of Fuji Xerox Activities

Since 1978, we have been conducting employee morale surveys, first at Fuji Xerox and later at all our affiliates and sales companies in Japan. The results are analyzed in detail and become valuable input in developing management policies and solving issues within the organization. We also provide feedback to employees through the individual organizational units.

At our overseas sales companies, we have been conducting the Employee Motivation and Satisfaction Survey since 2001. This survey has the same goals and is utilized in similar ways as the survey in Japan.

Improving Employee Satisfaction

Fiscal 2013 Performance

We held dialogues in each organizational unit and workplace as part of the campaign to reform the corporate climate and employee awareness, and introduced flexible arrangements geared toward a more productive work style. We also standardized the morale survey across all our affiliates in Japan in order to gain more meaningful survey results.

Trends in Core Morale at Fuji Xerox (unconsolidated)

Fiscal 2014 Initiatives

In fiscal 2013, the average Core Morale score held steady from the previous year at a high level, as did the scores for work satisfaction, workplace satisfaction, and satisfaction with superiors. There was a drop in satisfaction with organizational management, while satisfaction with personnel management remained level and was the lowest of the five scores as in the previous fiscal year.

In fiscal 2014, through ongoing workplace discussions and dialogues based on the survey results, we will strive to build a structure that motivates and empowers our employees to take on challenges, and to create an environment that enables our employees to devote their full energies and expertise to their core duties. Further, we will hold workshops for department heads to ensure a common understanding of our work style reforms. We will also redouble our initiatives to improve employee satisfaction at our domestic sales companies and affiliates.
Promoting Diversity

Features of Fuji Xerox Activities

At Fuji Xerox, we aim to be a company where every individual on our diverse team can live up to his or her full potential in an environment that is fair and just. Specifically, we create new value for our customers as a company where all can deliver their full potential regardless of gender, nationality, disability, or age. And the new value that this diversity generates makes us a more competitive company.

In particular, we are improving our childcare and family nursing care leave systems to allow female employees to attain a good work-life balance, and we are pursuing initiatives with the goal of doubling the ratio of women executives and managers from 3.3 percent in fiscal 2010 to 7 percent by fiscal 2015. In other areas, initiatives to proactively recruit people with disabilities and to make the most of older employees’ talents are being pursued company-wide.

The hiring ratio currently averages 2.1 percent, with 82.5 percent of the companies having attained the rate of employment of people with disabilities that is legally stipulated in Japan (2.0 percent). Also, about 80 percent of those who reach the mandatory retirement age continue to work after being rehired.

Features of Fuji Xerox Activities

In the area of women’s career advancement, we are identifying the fundamental issues that prevent women from playing a full role and are studying ways to address these issues. We are committed to developing and promoting personnel who can lead transformation.

We will continue our ongoing efforts to comply with the legally stipulated employment rate for people with disabilities at Fuji Xerox and our affiliates. Also, to give older employees greater scope to be active, we will expand the system for reassignment of retirees to include all Fuji Xerox affiliates.

Fiscal 2013 Performance

The ratio of women in executive and managerial positions, for which our target is 7 percent by fiscal 2015, reached 4.9 percent in fiscal 2013. Since last year, we have improved the leave systems for childcare and family nursing care, and a total of seven employees have used the infertility-treatment leave system. These are just some of the ways in which we have made progress in creating and promoting of a flexible working environment. We also held forums to motivate and empower women employees in their careers, and ran several trials of arrangements designed to help achieve highly productive work styles, such as remote working and homeworking.

We are committed to recruiting people with disabilities both at Fuji Xerox and at our affiliates.

Fiscal 2014 Initiatives

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Training and Education of Human Resources

Features of Fuji Xerox Activities

We expect each employee to rise to the challenges of growth and change and to think and act on their own. To support our employees in this, we implement human resource programs.

To ensure that each employee can develop their competencies in a self-reliant, self-directed way and create careers in which they can sense their own growth, Fuji Xerox as a company implements a range of measures, including personnel training and education by managers, rank-based training, training in problem solving, and global human resource development programs.

Fiscal 2013 Performance

We reconstituted our longstanding rank-based training and education programs into programs that provide year-round support for individuals taking on challenges. This involved creating a structure in which individual employees, their managers, and the Human Resource Development Department work in unison to carry out personnel training and education.

We also provided company-wide training to foster a workplace climate conducive to resolving issues based on a consistently scientific approach.

Fiscal 2014 Initiatives

We aim to strengthen management skills in a way that equips managers with better organizational abilities, together with a sense of ownership in the issues. After visualizing and stratifying the management abilities required at different levels of management, we will take measures to strengthen these abilities at each level. We will also endeavor to raise the overall standard of managers’ ability to train their staff, while also making sure all employees have a certain ability to lead change and deliver results.

Info

• Fuji Xerox Official Website: http://www.fujixerox.com/eng/company/sr/2014/stakeholder/employee/
• Relationship with Employees