



Leading Through Service, Innovation and Sustainability

Fuji Xerox Singapore Sustainability Report 2014-2015

“Fuji Xerox Singapore creates sustainable solutions by staying focused on innovation, catching market changes and always listening to our stakeholders.”

Bert Wong
CEO, Fuji Xerox Singapore

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Chief Executive Officer's Message

Dear Stakeholders,

It gives me great pleasure to introduce Fuji Xerox Singapore's 2014-2015 Sustainability Report, which highlights the achievements of our organisation over the previous 12 months, with particular focus on our commitment to working alongside our valued stakeholders to build an ever-more-sustainable business based on our resilience, adaptability and innovation.

In this, our third sustainability report, we look back on a memorable year in which we commemorated 50 years of operations in Singapore. This important milestone in Fuji Xerox Singapore's history, which coincided with the nation's 50th anniversary, provided an opportunity to celebrate our achievements at a series of special events shared with our customers, staff and our larger community.

It is, of course, important that this report acknowledges the considerable tasks that lie ahead of us, as well as celebrating past achievements. Whilst we recognise that 2015 was a challenging year economically, we firmly believe that building a sustainable business is vital to our continued success and that we must be fully accountable for Fuji Xerox Singapore's impact on the environment, our customers, our people and our community as well as its financial performance.

The delivery of sustainable results is, however, a critical aspect of our ability to remain a strong and financially stable company, and acknowledging this helps to put into focus our commitment to these basic principles:



To understand that we are a premium document technology company that goes beyond product sales to create solutions of maximum value for our clients.



To adopt strictly disciplined financial management practices, ensuring that every dollar spent is properly accounted for.



To leverage on our core company values during these turbulent times: exemplify a fighting spirit; collaborating for market competitiveness; innovating and learning; showing care and concern for each other and for our environment.

Our responsibility to society is to ensure that sustainable practices are incorporated into every link of our value chain. We must meet the needs not only of our customers, employees and contract partners, but also those of our environment and our future generations.

This report provides detail about how Fuji Xerox Singapore has met its responsibilities with its key stakeholders during the financial year 2014 and beyond.

Our responsibility to safeguard the environment and take measures to reduce our carbon footprint becomes ever more important. Fuji Xerox Singapore has taken a pro-active stance in this regard for over two decades now, building and supplying environmentally products in line with global best practices, international standards and our Group's sustainability vision.

Our ISO 14001-certified Environmental Management System has enabled us to reduce our carbon emissions by 38.7% since 2003 (our base year) and our total carbon emissions in FY2014 were five tonnes below our yearly target of 534 t-CO₂ thanks to a significant reduction in electricity consumption during that period. However, we have emitted 280 t-CO₂ from fuel consumption, which unfortunately represents seven tonnes over the corresponding FY2014 target. This shows that we must continue our efforts to reduce our fuel usage.

We have also made large strides in the sale of Forest Stewardship Certified paper and reduced our own paper consumption. But our greatest achievement has been the continued success of our Integrated Recycling System, which turns product waste into a resource. 99.5% of all used products and consumables collected by our team since 2009 are recycled.

Providing a safe, fair and convivial workplace that will attract, support and motivate our employees has always been one of our core goals. We see our lower-than-average national turnover rate as being a reflection of our success in this regard, as are the results of our most recent Employee Engagement and Satisfaction survey, which showed us achieving a score of 4% above the national norm.



Employee statistics for FY2014 also reflect our dedication to maintaining diversity in the workplace, with 37 % of our employees being female and a relatively equally spread age profile. Staff training remains a key focus, not only to maintain our high customer service levels, but also to retain a motivated and inspired workforce. In FY2014, our 854 employees received an average of 23-hours of training and 81 % of all employees received performance and career development reviews.

At Fuji Xerox Singapore, customer service excellence is our ultimate goal. We are continuously developing and evolving our business processes to provide our customers with the best possible product support. For almost 20 years we have held the ISO 9001 standard for quality management systems and the Singapore Quality Class certification, both of which have helped us to achieve organisational excellence and improve the quality of our customer service. The ratio of customer compliments versus complaints received in FY2014 was an encouraging 28.3, and of the complaints we did receive, we are proud to have responded to 93.8 % of them within 48 hours and resolved 97.5 % within five working days. In this respect our customer support engineers, customer support centres and remote support solutions have been very successful in saving valuable time and resources for our customers.

Our efforts are also reflected in the 2014 Market Probe survey where we achieved an overall customer satisfaction rate of 71 % (an increase of four points from our 2013 score), and our customer loyalty score increased to 66 % from 56 % the previous year.

In FY2014 we have maintained strong relationships with our Singapore-based suppliers and channel partners, who continue to receive 100 % of our supply chain spending. Environmental guidelines are issued to all our suppliers, and delivery service partners are requested to follow eco-conscious guidelines for vehicle operations.

In accordance with the Fuji Xerox's ethical procurement policy, we work in partnership with our suppliers to create and deliver excellent products and services, always with regard to ethical practice, and will continue to identify new opportunities for collaboration, with the goal of preventing or reducing environmental impact throughout our supply chain.

Our commitment to enabling and empowering young people remains the focus of all Fuji Xerox Singapore's community engagement activities. FY2014 has seen us strengthen our relationships with two of our six community partners: Fuji Xerox Singapore helped more than 60 children through the 'Boys Town Birthdays from the Heart' programme; raised over \$29,000 for Beyond Social Services at this year's charity movie

screening, and sponsored six Celebration of Learning graduation ceremonies (378 graduating students), also partnering with Beyond Social Services. New to the ceremonies were the Fuji Xerox Elite Awards, recognising students who have not only done well in school but have also contributed back to society. In total, Fuji Xerox Singapore has raised \$33,323 in funds for beneficiaries of our community partners during FY2014.

As well encouraging our own staff to become involved in all community engagement programmes, we have endeavoured to involve our customers, partners and vendors whenever practicable. Volunteers from this collaboration have collectively given 982 hours of their time to community projects in FY2014.

Thank you for reading our 2014-2015 Sustainability Report. It is of the utmost importance to us to know that our stakeholders embrace our vision and values. Working together we have no doubt that we can achieve ever-more-responsible business practices, which will ultimately enrich lives and help to build a sustainable society for us and for our future generations.

Bert Wong
CEO



Report Objectives and Scope



Fuji Xerox Singapore's commitment to sustainability and transparency is reflected in this Sustainability Report, which is our third such report, the previous one being published in March 2015. Our plan is to continue producing a sustainability report yearly.

The objective of this Report is to demonstrate how the three pillars of sustainability: environmental stewardship, social welfare and economic prosperity, are absolutely integral to our core business. The Report has

been designed to provide a transparent and balanced view of the company, to reflect the interests of our key stakeholders, and to address those interests, in a coherent and straightforward way.

This Report strives to include clear and accessible information on the company's CSR strategy, key issues and performance data according to recognised standards and regulations and in line with Fuji Xerox Group and affiliate reporting.

The cover of this year's report symbolises Fuji Xerox Singapore's forward-looking philosophy and on-going commitment to the empowerment of future generations.

Report Boundaries

The data in this Report reflects performance and activities during Fuji Xerox Singapore's financial year (FY) 2014, covering the period April 2014 to March 2015. For the purposes of comparison and trend observation, historical data extending back to FY2012 is also included.

Report content focuses on the sustainability performance, activities and initiatives that are under Fuji Xerox Singapore's direct control, including our Singapore offices and

operations, our local supply chain and channel partners as well as any overseas activities directly associated with Fuji Xerox Singapore. Fuji Xerox overall performances are basically covered in Fuji Xerox Sustainability Report.

All material aspects disclosed in this Report are relevant to activities in Singapore only, with the exception of our devices (which are manufactured overseas), their recycling (which takes place at the Fuji Xerox International Resource Recycling Centre

in Thailand), and our community projects carried out in neighbouring countries as well as Singapore.

Material issues and topics described in this Report have been selected according to their significance within the company boundaries, the sustainability context and the expectations of stakeholders.

Report Structure

The Fuji Xerox Singapore Sustainability Report 2015 is structured to reflect the interests of our five key stakeholder groups, namely: the environment and future generations; employees; customers; suppliers and channel partners; communities. At the start of each stakeholder group section, we set out 'Our principles, policies and goals' to identify and manage our material impacts and the response mechanisms. Information about our sustainability initiatives and performance relating to environmental, social and economic issues conclude each section, with the most material issues effecting each

stakeholder group being prioritised. A final section is dedicated to our key performance indicators and provides detailed tables with our past performance as well as our current and future targets where applicable.

More information about the Report boundaries and our materiality assessment can be found in 'Integrating Sustainability into Our Business'. The disclosures on management approaches and the performance indicators are referenced in the GRI Content Index at the end of the Report.

Guidelines and Standards

Report content fulfils the requirements of the 'In accordance-Core' level of the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines. We have hired a CSR consultancy company to assist us with the writing of Report content and ensure that our disclosures are aligned as effectively as possible with the GRI requirements.

In addition, the GRI Content Index shows the relationship between the Report content and the clauses of the seven core subjects of the ISO 26000 Guidance on social responsibility and the ten principles of the United Nations Global Compact (UNGC). Labels with the names of the GRI indicators are placed at the bottom right of the pages to assist readers in the localisation of the relevant disclosures.

The carbon emission data in this report has been measured and reported according to the Greenhouse Gas (GHG) Protocol.

External assurance has not been sought for this Report, but will be considered for future reports.

Your Feedback is Important to Us

Thank you for your interest in the Fuji Xerox Singapore Sustainability Report 2015. We value and welcome your feedback on the content of this Report and encourage you to contact us through the following channels:

- In writing to:
Corporate Social Responsibility Department
Fuji Xerox Singapore Pte Ltd
80 Anson Road #01-01, Fuji Xerox Towers, Singapore 079907
- Via our contact page at www.fujixerox.com.sg/contact

This Report was issued in March 2016 in PDF format only and is available for download on the following page of our website:

www.fujixerox.com.sg/company/sustainability.

About Fuji Xerox Singapore

Helping customers to accelerate their business





Corporate Profile



Ethics and anti-corruption training provided for all new employees



107% year on year increase in Machines in Field in FY14



Committed to Fuji Xerox's **ethical procurement policies**



Operating in Singapore for **51 years**



Singapore's **leading provider** of innovative document solutions

Business operations

Fuji Xerox Singapore Pte Ltd. (Fuji Xerox Singapore) is a wholly owned subsidiary of Fuji Xerox Co., Ltd. which is headquartered in Japan. We serve Singapore-based customers from our Singapore operations. Over the 51 years since our incorporation in 1965, we have become one of Singapore leading providers of document management technologies, IT solutions, and customer communication services.

Every member of our staff of 854 (as of March 2015) is committed to achieving maximum productivity and efficiency for our customers through innovative document solutions, whilst meeting the sustainability objectives that underpin our business operations. We also implement a set of management approaches to extend this vision of service excellence and sustainability to our suppliers and channel partners, who we count among our key stakeholders.

Fuji Xerox global brand

The Fuji Xerox brand was created as a joint venture between FUJIFILM Holdings Corporation in Japan and Rank Xerox Limited in United Kingdom in 1962. With a global workforce of over 46,000, Fuji Xerox drives a worldwide annual revenue of JPY 1,188.9 billion (FY2014).

In the Asia Pacific region, we have operations in Australia, China, Hong Kong, Indonesia, Japan, Malaysia, New Zealand, Myanmar, the Philippines, Singapore, South Korea, Taiwan, Thailand and Vietnam, with over 23,000 staff as of March 2015.

Vision and values

As Singapore's leading document services and communications provider, it is our goal to deliver outstanding customer satisfaction by providing the very best products in the market. Building on over 50 years of innovation, we strive to transform and expand our customers' businesses with our expertise.

Fuji Xerox Singapore employees operate according to a set of core values that guide all aspects of our business:

Perseverance, courage, optimism and determination give us our **Fighting Spirit**. Our relentless drive to achieve objectives, share best practices, generate new ideas and continuously improve ourselves demonstrate our desire to **Innovate and Learn**. We recognise that cooperation, communication and trust are essential for us to **Collaborate to Compete**, and that **Care and Concern** through respect, patience, empathy and consideration are essential – both between each other and among the communities in which we operate.

We judge our success according to the level of satisfaction conveyed by our customers and employees. In order to maintain our position as a market leader, we continually strive to build a conducive environment for our employees and develop new technologies that drive innovation, productivity and efficiency within our own organisation and those of our customers.

Our values



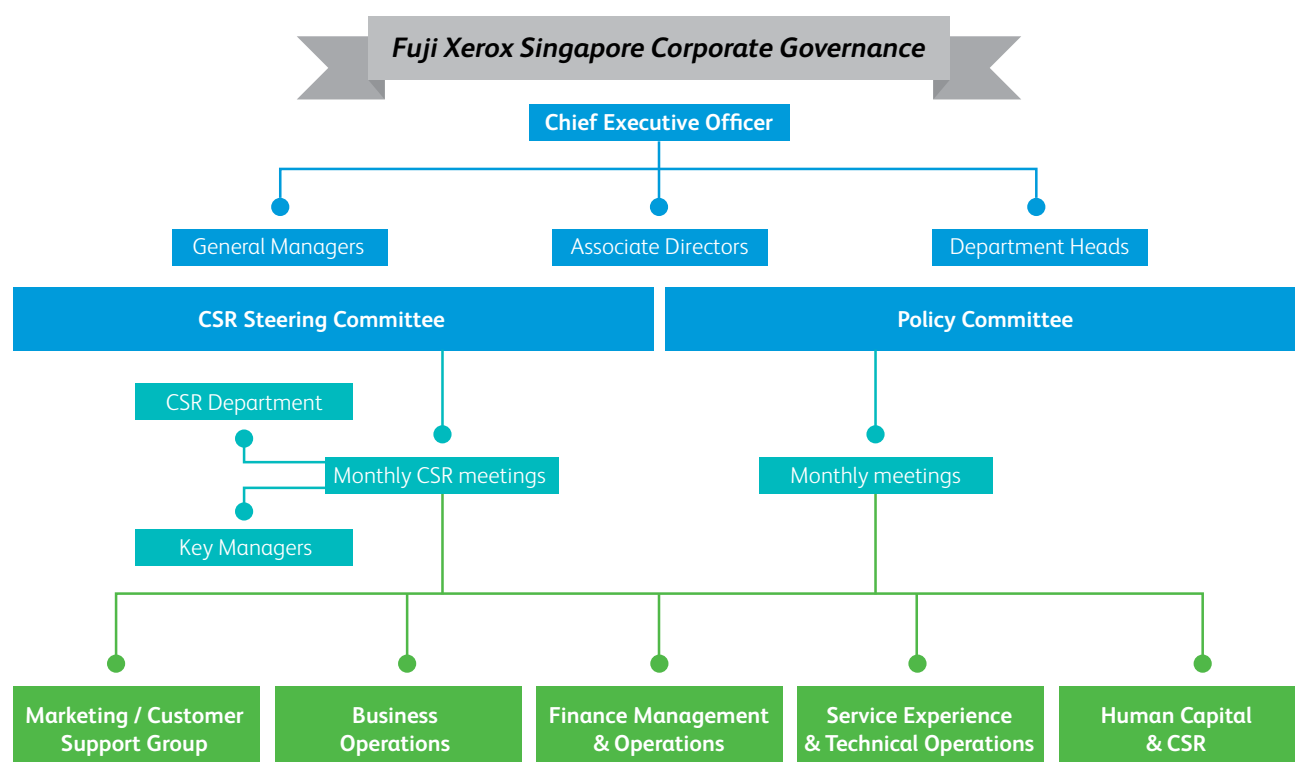
Corporate governance

Fuji Xerox Singapore's Corporate Strategy Office (CSO), together with the senior management team, drives a formal strategy management system that links strategic planning with operational planning, execution, feedback and learning to create sustainable and repeatable business success.

As well as executing a 12-month plan, a three-year strategy is formulated to generate further business value for our customers, build company productivity and agility, and support sustainability. This strategy is affirmed by Fuji Xerox's top management and operating plans are subsequently designed and implemented. Regular management reviews are conducted to evaluate these plans.

The Fuji Xerox Singapore Board of Directors oversees all corporate governance and operational matters relating to our Singapore business. The board is headed by Fuji Xerox Singapore's CEO and includes five general managers and seven associate directors representing the CSR Steering Committee and the Policy Committee. The board meets regularly, and attends the monthly CSR Steering Committee meetings led by our CEO, during which sustainability-related issues are discussed with the company's key managers to evaluate stakeholder needs and the company's response. Community and environmental initiatives are tabled during these meetings and management approval is sought before they are given the go-ahead.





Ethics and compliance

Fuji Xerox Singapore is managed to the highest standards of corporate governance. Although we are a non-listed company, and are not required to comply with the Singapore Code of Corporate Governance, we strictly conform to local and international best practices. Fuji Xerox upholds ethics and compliance framework, which is overseen by Ethics and Compliance Committee, chaired by Executive Vice President in charge of Legal Affairs.

The ethics and compliance framework provides a Code of Conduct and action

guidelines to be adhered to by the officers and employees of all affiliates. The Code of Conduct is aligned with the ten principles of the UN Global Compact. Communication channels are in place to enable all employees and individuals engaged in business activities on behalf of Fuji Xerox to report complaints of unethical behaviour.

Within Fuji Xerox Singapore, a manager is responsible for promoting ethics and compliance. Twice a year, we provide Fuji Xerox with feedback regarding changes to local law and regulations. Every new

employee is introduced to our Code of Conduct and our policies on ethics and anti-corruption, which, in FY2014, represented 51 hours of training.

More details on Fuji Xerox's ethics and compliance framework can be found at www.fujixerox.com/eng/company/compliance.

Human rights

Fujifilm Group Charter for Corporate Behavior and Fuji Xerox Code of Conduct calls for “respect for all human rights”, and education on human rights, sexual harassment, power harassment and mental health is incorporated as part of Fuji Xerox's annual training programmes for new employees and new managers. It is recognised that an observation of the respect for basic human rights will improve the work environment and enhance productivity. Moreover, to prevent human rights violations in our supply chain, Fuji Xerox works with and evaluates suppliers according to Basic Procurement Policy for Fuji Xerox and its Affiliates (to purchase goods and services from suppliers with fairness, openness, and transparency).



Integrating Sustainability into our Business

Fuji Xerox Singapore creates value for its stakeholders by defining and addressing their key sustainability issues throughout every aspect of its business.

Corporate Social Responsibility and sustainability lie at the heart of every aspect of Fuji Xerox Singapore's business. We believe that only by embedding responsible approaches into our own management systems at every step of the value chain can we achieve the credibility and standing among our stakeholders that is critical for business success.

Based on the principle that future generations should not be compromised by our actions today, we ensure that our business strategy and operations are aligned with a long-term vision towards the elimination of environmental and social impacts.

Addressing the sustainability needs of our stakeholders

In November 2013, Fuji Xerox Singapore engaged an external consultancy firm to carry out an analysis on our sustainability reporting framework. This included stakeholder mapping and a materiality analysis. The exercise identified and confirmed key sustainability issues and aligned stakeholder groups within the company sustainability context. As a result of this analysis, our five key stakeholder groups have been confirmed as follows:



The environment and future generations



Employees



Customers



Suppliers and channel partners



Communities

Issues deemed of high importance for both Fuji Xerox Singapore and its stakeholders were identified by our reporting team, based on their knowledge of the company, feedback received from data owners and stakeholder representatives, as well as results from internal surveys and reports. Issues were grouped within a materiality matrix according to their importance, and under each main GRI category (environmental, social and economic). The most prominent material issues identified are represented in the graphic in the next page and are relevant to all our operations in Singapore:

Key Materiality Issues for Fuji Xerox Singapore and its Stakeholders

Stakeholders	Material issues ↑ = high materiality ⇧ = medium materiality	Why it is important
 The environment and future generations	↑ Eco products and services, use of recycled/renewable materials, recycling of product material and packaging ↑ Environmental education of customers ↑ Reduction of carbon emissions ⇧ Recycling of used products ⇧ Energy consumption ⇧ Environmental impact of transportation of products or workforce ⇧ Green achievements/awards	Fuji Xerox Singapore's sustainability agenda for the environment and future generation has evolved over many years and is central to our business operations as well as being instilled into the day-to-day work practices of all our staff. Measures focus on the four key goals of curbing global warming, conserving and recycling resources, reducing chemical risk and preserving ecosystems and biodiversity.
 Employees	↑ Employee well-being and safety, wage management, pension and benefit plan obligations ↑ Regular training of employees, skills/career management programmes ↑ Non-discrimination, diversity and equality ↑ Employee volunteering	Fuji Xerox Singapore employees want to work with an ethical and environmentally aware company where they will be motivated and empowered to meet their full potential, both professionally and personally.
 Customers	↑ Product safety and customer data privacy ↑ Customer satisfaction and customer-centric approach	The quality and safety of our products and the excellence of our service is of paramount importance to our customers. By listening to and delivering value to our customers, Fuji Xerox Singapore will, in turn, be contributing to their own successful sustainable development.
 Suppliers and channel partners	⇧ Environmental, labour and human rights impacts in the supply chain	A sharing of CSR-related ideals, values and responsibility in areas such as the environment, human rights, labour practices and corporate ethics is part of building mutually beneficial relations with supplier and channel partners to enhance both their own competitiveness and that of Fuji Xerox Singapore.
 Communities	↑ Impact on communities and local economies, public benefit projects, future generation education ⇧ Economic value generated and distributed to local community	Within a broad range of community imperatives, Fuji Xerox Singapore focuses on the education of today's youth and providing financial and practical support to targeted local and regional communities, through fundraising and voluntary activities.
All stakeholder groups	↑ Compliance with local and global laws and regulations ↑ Good corporate governance and ethics, transparency and non-financial reporting ↑ Anti-corruption ⇧ Fair marketing communications and competitive behaviour ⇧ Grievance mechanisms	Legal compliance and ethical actions form the core of our business and Fuji Xerox Singapore's ethos is exemplified by strong corporate governance, transparent reporting and open communications with all our stakeholder groups.

As our sustainability reporting journey progresses, we will continue to monitor, assess and add to our defined material issues and strive to meet any shortfalls in engagement processes with our key stakeholders.

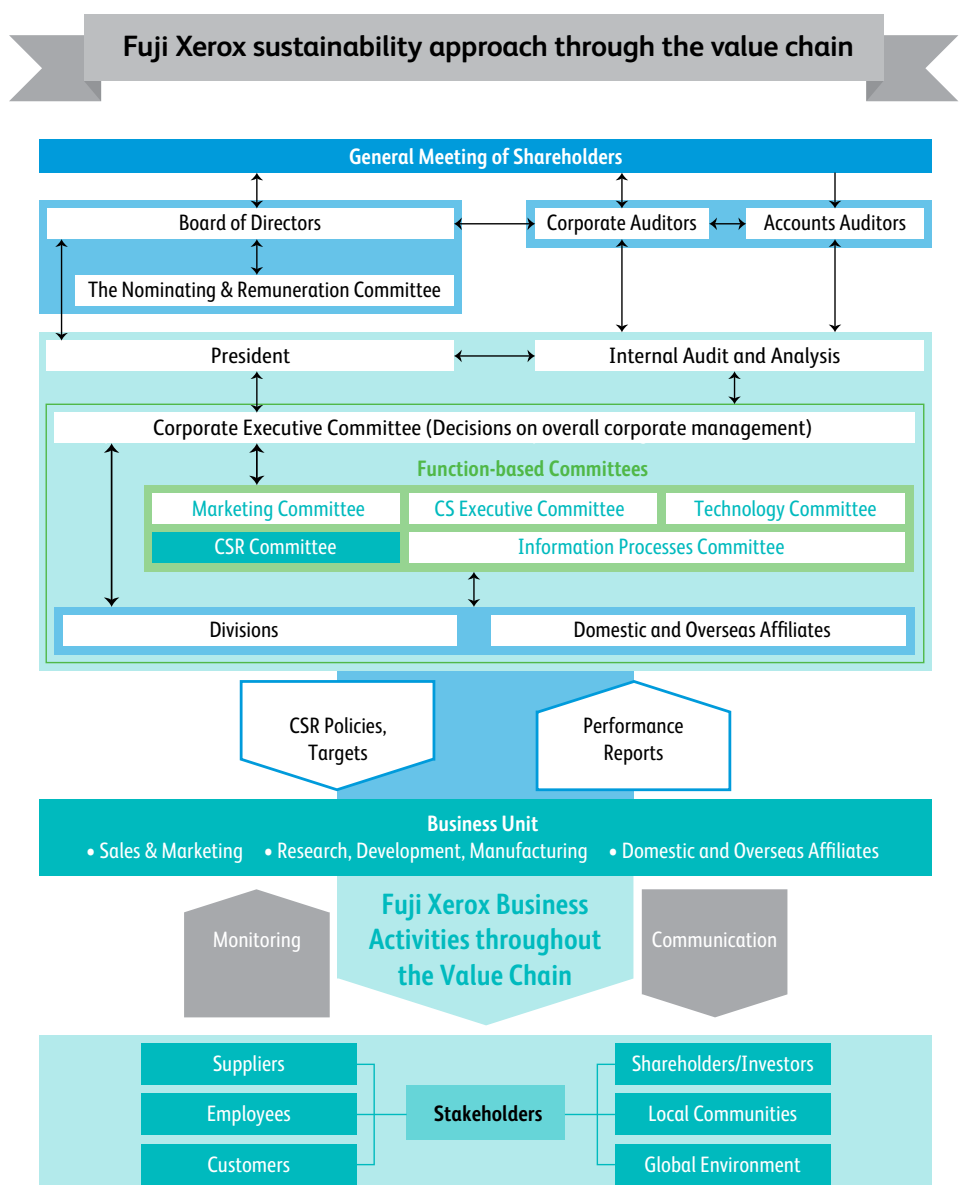
Management approaches

Underpinned by our belief that good CSR practice goes hand-in-hand with good corporate management practice, Fuji Xerox Singapore recognises that it is vital that our management approaches are tailored in such a way that we can assess our impacts, develop sustainability objectives and respond in a proper manner to meet our stakeholders' expectations.

Our CSR framework is based on the Fuji Xerox's approach to sustainability and includes policies and measurement mechanisms to monitor the impacts made by our operations and products. Key to the success of our sustainability programme is regular and up-to-date communication about our CSR policies and activities to all our stakeholders, and the provision of appropriate feedback mechanisms so that we can monitor and evaluate how we are doing and explore new possibilities stimulated by stakeholder responses.

We see our sustainability reports as being a critical component of this continuous cycle of communication and evaluation. The reports work alongside a number of other tools and mechanisms designed to help us effectively engage with our stakeholders; among them are communication sessions and internal surveys carried out amongst our staff; customer feedback systems and competitive benchmarking surveys to ensure we are fully aware of our customers' voice; collaborations with government bodies and NGOs to reinforce our commitment to the environment, and partnerships formed with appropriate agencies to enable us to reach out to selected communities.

Our commitment to the environment is reflected in our holistic approach to sustainability – the Fuji Xerox 360° Sustainable Value Chain™ – which impacts every step in our value chain, from the selection of our suppliers and the creation of a conducive working environment for our employees, to providing eco-



solutions for our customers and recycling activities of our used product (for global environment). We have also implemented an internal environmental management system (EMS) covering recycling, waste management and carbon emissions. Finally, our employees are also involved in diverse green campaigns, including efforts by our SETO staff (Customer Service Engineers) to reduce their petrol consumption; the use of Mamoru bins in our offices to recycle paper waste and cultivate energy conservation habits.

Issues related to our employees, customers and the community at large are managed through multiple policies and quality procedures covering various operations within the company and the

whole value chain, ranging from diversity, work-life balance, health & safety, career development, human rights, customer satisfaction and service excellence to community support.

More information on the Fuji Xerox 360° of Sustainability™ and further detail about the Fuji Xerox's approach to sustainability can be found at www.fujixerox.com.sg/company/sustainability and www.fujixerox.com/eng/company/csr.

Stakeholder Engagement

Stakeholder	Management approaches	Engagement initiatives	Outcomes and response	Boundaries	Indicators
 Employees	Code of conduct, Fair employment practices, Training and career development, Flexible work policy, Employee support programmes, Retirement schemes, WHS framework OSHAS certification, BizSafe	Staff communication sessions, Talks, Internal employee surveys	Work-life balance programmes, Training programmes, Feedback conversations, Employee benefits, Re-engagement	Singapore offices	Employee effectiveness score, Training hours, Accidents and injuries
 Customers	Customer service management system, SCP certified technical support centres, eSupport framework, Remote support platforms, Policies on quality assurance product safety, Data protection technologies, Privacy policy, ISO9001 and Singapore Quality Class certification, ISO/IEC27001:2006	Customer feedback system, Competitive benchmarking survey	Staff competition forum on service excellence, "D.N.A. – P.A.T.H." training programme, CS guidelines for all employees, Fuji Xerox Document Technology Centre	Singapore	Response rate, Resolution time, Customer complaints and compliments, Customer satisfaction, Customer loyalty, Product safety incident
 The environment and future generations	Environmental management system, Environmental policy, 360° of Sustainability™, "Zero Landfill" goal, EMS guidelines, Waste recycling/management, Green campaigns, ISO 14001 certification	Collaboration with education, government and NGO bodies	Energy efficient multi-function devices, RealGreen technologies, Green business solutions, Retrofitting of lighting, Fuel-efficient delivery and services routes, Offsite customer support, "Show your care for the environment" campaign	Singapore, Fuji Xerox International Resource Recycling Centre in Thailand	Energy and fuel consumption, GHG emissions, Recycled multi-function devices, Recycled replaceable units (CRUs) and toner cartridges, Paper used, FSC paper sold
 Suppliers and channel partners	EMS guidelines, meetings	Performance reviews	P.A.T.H. training	Singapore	Delivery performance indicators
 Communities	Selection of community initiatives based on goal alignment	Beneficiary survey, Partnership with agencies	Fundraising, Education, Habitat construction, Participation and awareness of employees, customers and partners	Singapore, South East Asia region	Social contribution, Volunteering hours

Awards and Achievements

1991

Implemented All-Fuji Xerox Company-wide Basic Environmental Policy

1996

ISO 9001 certification for quality management

1998



Singapore Quality Class Award

2003

ISO 14001 certification for environmental management

2004

Launched Fuji Xerox Eco-Manufacturing in Thailand for recycling purposes

2005



Network Singapore

Becomes a member of Global Compact Network Singapore

2006



Singapore Green Label certification

2009

Implemented All-Fuji Xerox zero landfill. Fuji Xerox's production and development facilities commit to achieve zero waste to landfill

2010

BLI Outstanding Achievement Award for Energy Efficiency

Go Green workshops launched to share green office practices with customers

2011

Creative Industries Workforce Skills Qualifications 'Best Supportive Employer' Award



CMO Asia's Best Employer Brand Award



Service Capability & Performance Standards certification

2012



bizSAFE STAR award from the Workplace Safety and Health Council

OSHAS 18001 certification for occupational health and safety



Work-Life Achiever Award

HRM Award for Best Environmental Practices



1st Fuji Xerox Singapore Sustainability Report published

2013



Human Resources Excellence - Gold Award for "Excellence in CSR Practices"

HRM Award for Best Engagement Strategies

2014



Ranked 1st for 5 consecutive years in Market Probe Competitive Benchmarking Survey

2015



2nd Fuji Xerox Singapore Sustainability Report (2013-2014) published

Protecting our Environment

Through sustainable, eco-conscious,
forward-thinking business strategies





Protecting our Environment



38.7% reduction in our annual emissions of carbon dioxide (CO₂) since 2003



5.7% reduction in electricity consumption since FY2013 and **53% reduction** since 2003



16% reduction in fuel consumption since 2003



65% to 95% of the weight of Multifunction Devices components are renewable



100% of paper used in our office is **FSC (Forest Stewardship Council)** certified



Ratio of FSC vs non-FSC paper sold by Fuji Xerox Singapore is **70:30**

Fuji Xerox's environmental initiatives are based on three pillars: the prevention of global warming, the effective use and conservation of natural resources, and the reduction of chemical substance risk.

Our principles, policies and goals

At Fuji Xerox Singapore we are committed to maintaining and building on the same stringent environmental policies and standards as our parent company and key regional affiliates. During more than 50 years of operations in Singapore we have demonstrated leadership in environmental business management and performance and we continually seek new and innovative ways to reduce the environmental impact of our products and services while maintaining the highest levels of quality. We recognise our responsibility to protect the environment for the health and wellbeing of future generations.

As providers of information-related technology products and services, we are in a prime position not only to instil environmental awareness among our own employees, but also to extend that learning to our supply partners, customers and the community at large.

The re-use and recycling of product parts and consumable materials has long been high on the Fuji Xerox agenda. In recent years, our group-wide adoption of the integrated recycling system, has allowed us to minimise our use of new resources and achieve a goal of close to zero waste. In effect, this transforms our waste into a valuable resource. This significant achievement creates a win-win solution for all our stakeholders and strongly promotes environmental, social and economic sustainability.

Our Environmental Management System

Since 2003, Fuji Xerox Singapore's business practices have been guided by an Environmental Management System (EMS) that aims to improve our resource efficiency and reduce our ecological footprint. The EMS is aligned with Fuji Xerox's environmental framework and initiatives, such as the 360° of Sustainability™ programme and the "Zero Landfill" goal¹, which cover diverse principles and requirements on eco-design, reduction of energy consumption and integration of recycling practises. The values and principles of our EMS are laid out in our Environmental Policy and conveyed to every employee.



Recognising the requirement for our EMS to reach beyond our own employees, in 2003 Fuji Xerox Singapore also produced a set of 15 guidelines to be acknowledged by all external contractors, service providers and business partners before entering into a work agreement with us. Additionally, suppliers providing us with delivery services are requested to observe guidelines on eco-conscious vehicle operations. See 'Partnering with our Suppliers'.

Amendments to our EMS, environmental targets, and the definition of any new requirements or objectives for local operations, are discussed at Fuji Xerox Singapore's monthly CSR meetings and validated by a management team that includes our CEO.

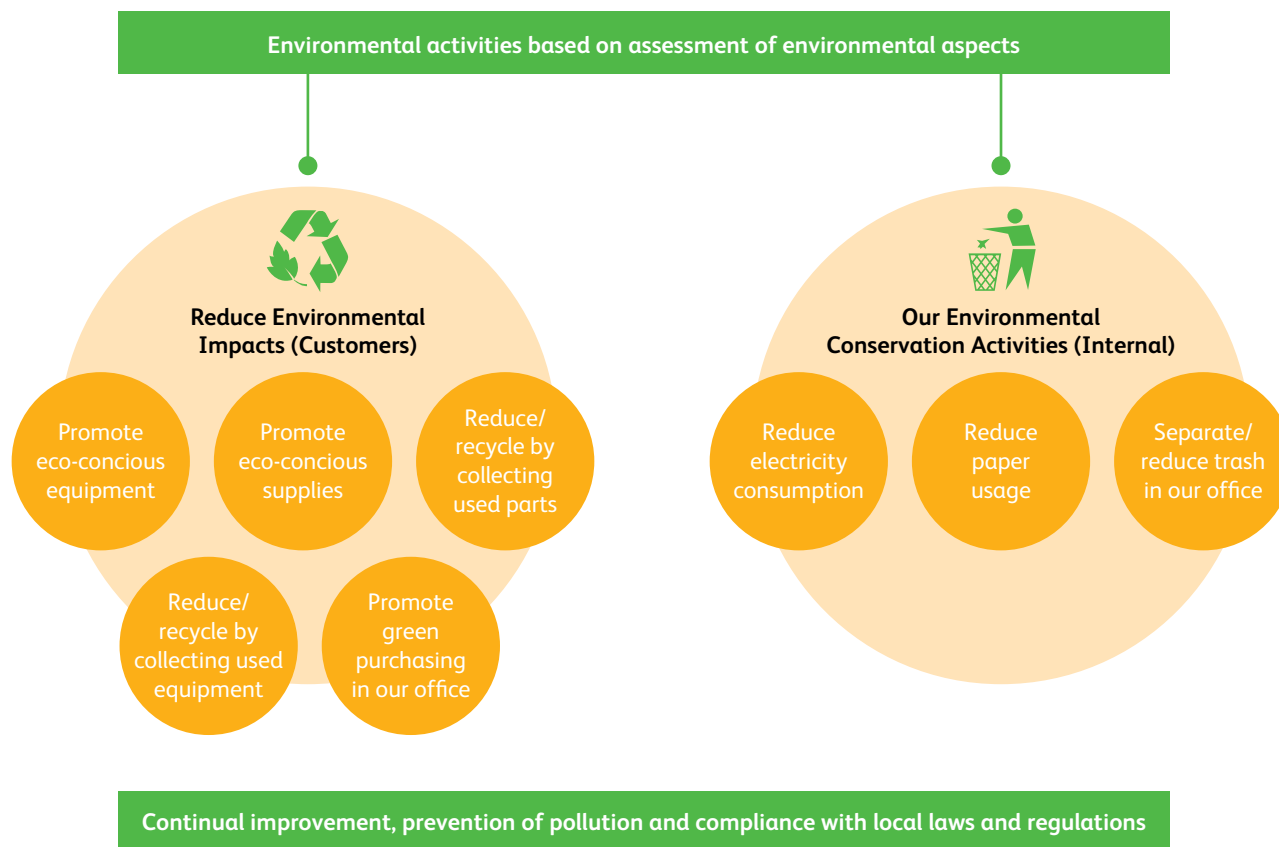
Environmental targets defined by the Group or by our local management team include energy consumption, greenhouse gas (GHG) emissions, waste management and recycling. These targets and performance figures are then communicated to the respective heads of departments and senior management quarterly, and key data is displayed at prominent locations around the office. Monthly performance figures are reported to Asia Pacific Operations (APO).

Fuji Xerox Singapore complies with new environmental regulations and observes the highest standards regarding environmental protection. In December 2003, our EMS was certified as being ISO 14001 compliant. The certification, renewed in early 2016, validates our internal guidelines on energy saving and environmental protection.

¹ More information on Fuji Xerox's global environmental strategy, "Zero Landfill" goal and 360° of Sustainability™ can be found at <http://www.fujixerox.com.sg/company/sustainability> and <http://www.fujixerox.com/eng/company/ecology/cycle>

In FY2014, Fuji Xerox Singapore was not subject to any fines or non-monetary sanctions for non-compliance with environmental laws and regulations. During the same period, no grievances relating to the environmental impact of our operations or products were reported.

The key conservation activities of our Environment Framework



Carbon management

Fuji Xerox recognises that the effective management and monitoring of its carbon footprint can reduce operating costs, raise brand profile, create a competitive edge and increase stakeholder value. To this end, it has set a target to reduce GHG emissions² by 30 % of their 2005 level across the whole product life-cycle by 2020.

Although Fuji Xerox Singapore's operations account for a relatively small percentage of GHG emissions across All-Fuji Xerox, we support this target and have aligned our

environmental objectives accordingly. Our target for GHG emission reduction is 1 % per year.

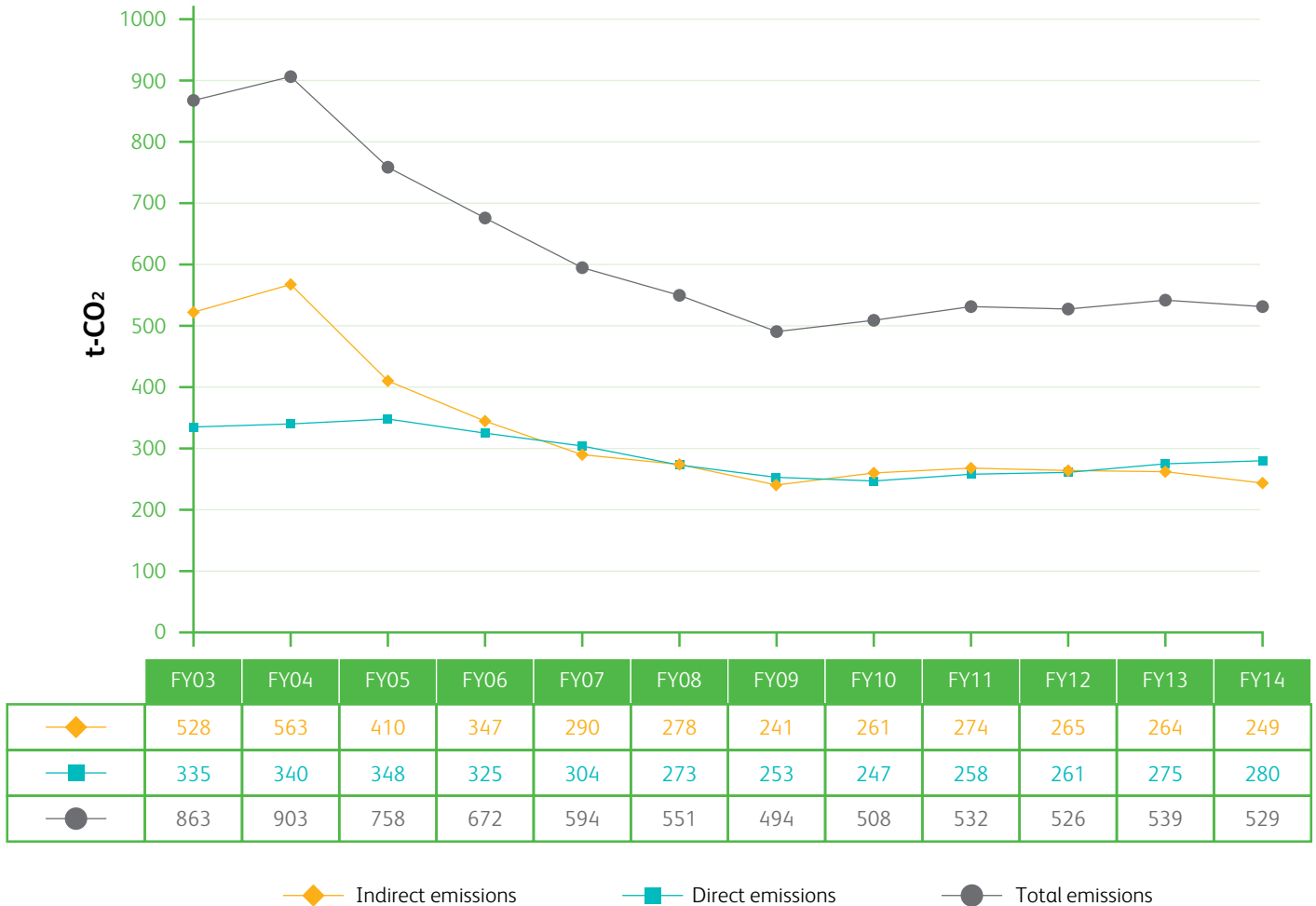
In FY2014 Fuji Xerox Singapore emitted 529 tonnes of CO₂ and our direct emissions, which comprise the Company's fuel consumption (scope 1 under the GHG protocol), amounted to 280 tonnes of CO₂. Our indirect emissions, which include electricity purchased (scope 2), amounted to 249 tonnes of CO₂ for the same period. As of FY2014, we have achieved a reduction

of 16 % in direct emissions and 53 % in indirect emissions since FY2003, our base year³ (direct emissions: 335 tonnes of CO₂, indirect emissions: 528 tonnes of CO₂, making a total of 863 tonnes of CO₂), while our sales of multi-function devices (MFDs) increased by 219 % during the same period.

² GHGs include CO₂ (carbon dioxide) and CO₂ equivalent gases, such as CH₄ (methane) and N₂O (nitrous oxide)

³ 2003 is the year in which we obtained our first ISO 14001 certification.

Fuji Xerox Singapore's CO₂ emissions



Our goals

We will keep improving our performance measurement processes and we will look at including in our calculation additional sources of GHG, such as emissions generated by our supply chain activity (scope 3).

Reduction of energy consumption

Our EMS specifies several energy-saving practices that our employees are encouraged to incorporate into their daily work routine to help reduce our carbon footprint. These include practical and

easily achieved tips, such as switching off unnecessary office lighting and powering down appliances when not in use, to office-management-led initiatives such as the upgrading of electrical utilities and equipment to more energy-efficient models. Our offices are equipped with colour-coded light switches to identify which zone they relate to, as well as switch timers and motion sensors for air-conditioners, dispensers and lighting control.

By the end of FY2014, the replacement of T8 fluorescent lights with T5 energy saving

lights at our level 3 and level 4 offices had been completed.

We also raise staff awareness about energy consumption during our monthly departmental meetings. These efforts have resulted in a continuous downward trend in office energy consumption during the last few years, despite a significant increase in business activities. Between FY2013 and FY2014, we achieved 5.7% of reduction in energy consumption at our Singapore offices.

Reduction of fuel consumption

Reducing fuel consumption is a key element of our carbon management plan, and our customer service managers regularly review consumption figures with their team of on-site service engineers.

Although the number of Fuji Xerox machines-in-field in Singapore (MIF) (equipment supplied and maintained by us at our clients' premises), grew by 6.45 % in FY2014, the amount of fuel used by our vehicle fleet for delivery and repair services increased by only 1.8 % (to 106,156 litres, from 104,280 litres in FY2013). This represents a fuel intensity of 3.32 litres per MIF in FY2014, while it was 3.48 litres one year earlier. We believe that the decrease in MIF fuel intensity is due to the continuous improvements in our remote customer service support systems.

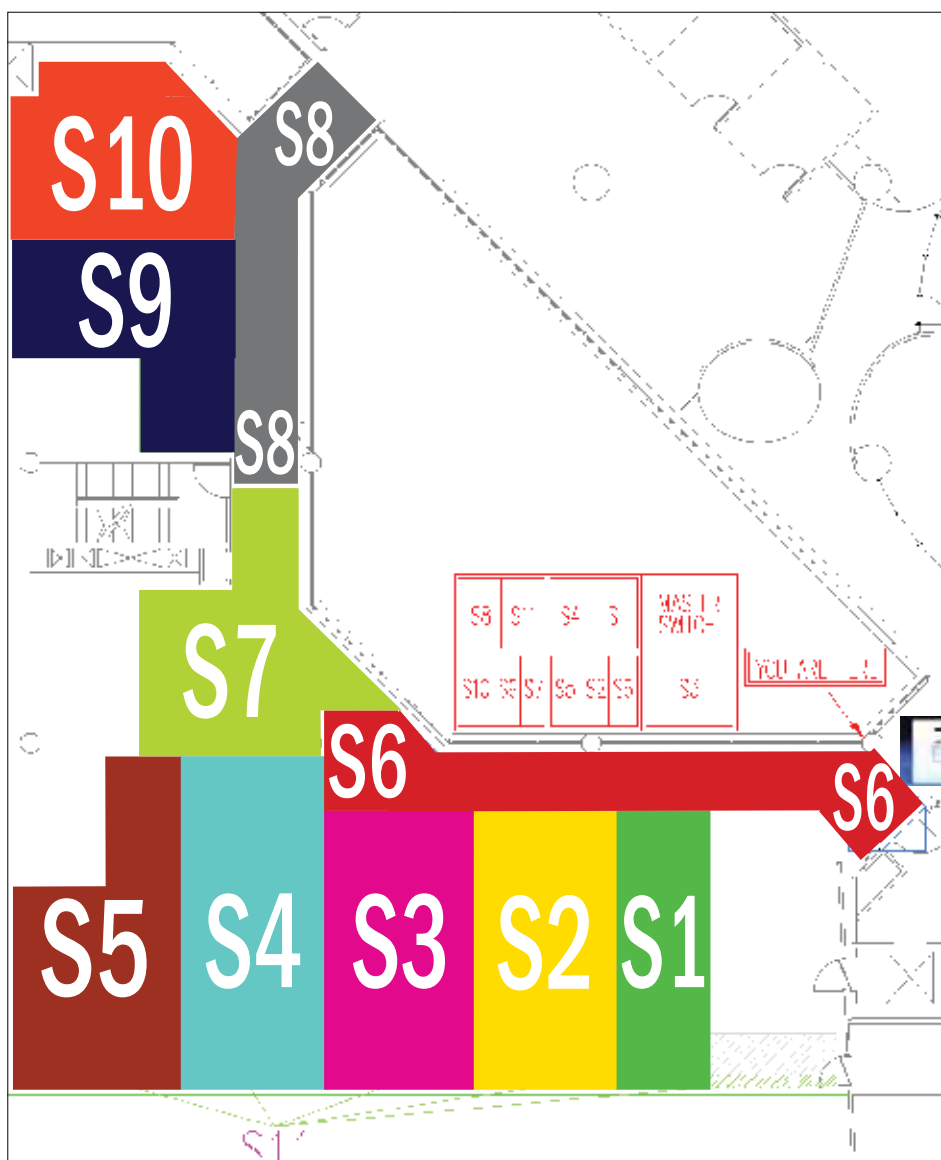
In FY2014, the percentage of support requests necessitating fuel-intensive on-site customer visits was further reduced to 42.5 % (from 52 % in FY2013). The remaining 57.5 % of customer support requests were resolved via our online support system, call centre or helpdesk services.

Other initiatives to reduce fuel usage include analysing the routes taken to reach customers requiring on-site support and, where feasible, switching to more fuel-efficient routes; restraining travel for on-site support during the weekends, and making fewer on-site visits because improved product design has led to a reduction in breakdowns.

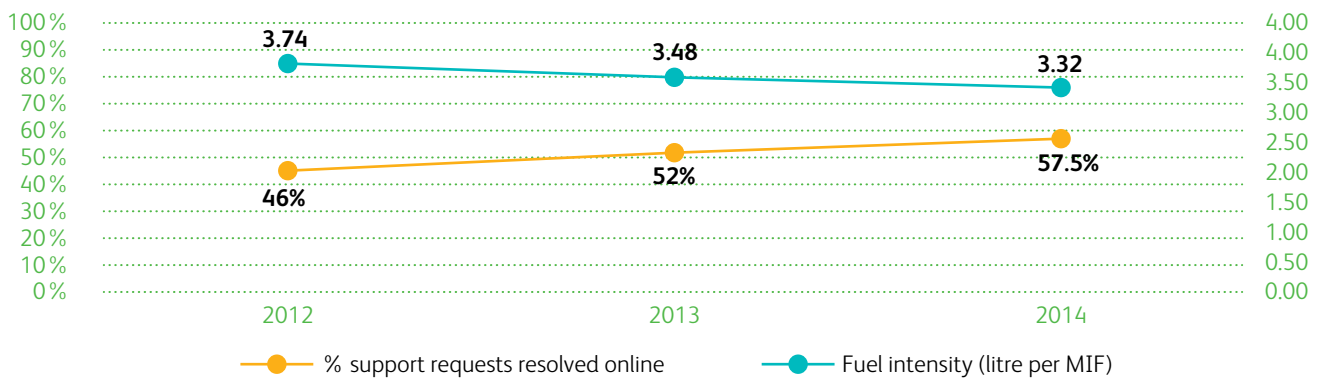
Going forward, we will further monitor and manage fuel consumption in relation to the number of site visits for individual service vehicles. Performance data including irregular consumption habits (due to some machine models requiring more frequent site visits) will be compiled on a quarterly basis and reported at the Fuji Xerox Singapore's CSR Steering Committee meetings attended by managers and senior management to decide on remedial actions.



Colour-coded switches to show which office zones they relate.



Support requests resolved online & relative to machine in field (MIF) fuel intensity



Green products and business solutions

As the country's leading provider of innovative document solutions, Fuji Xerox Singapore is well placed to help its customers achieve sustainable, eco-conscious, forward-thinking businesses. Our expertise extends beyond equipment delivery to encompass document management and the supply of consumables. From material procurement through to equipment disposal, every stage of our value chain is assessed and every measure taken to improve the energy efficiency of our products and raise an awareness of environmental responsibility among our customers.

A pillar of our product offer is the RealGreen™ concept, which has been developed by Fuji Xerox to combine product technology and energy conservation measures with user-friendly functionality to create economical, efficient and environmentally friendly products. This includes new technologies built into our products, such as Smart WelcomEyes,

Smart Power Saving and high speed recovery from the sleep mode, all of which speed up device use for customers and increase energy efficiency. The energy efficiency of our MFDs and printers exceeds the requirements set by local authorities and those of many international bodies.

Other solutions that allow customers to save energy and paper include our latest version of ApeosWare Management Suite (power-saving control function, visualisation and reporting of paper usage and CO₂ emission), Fuji Xerox Working Folder (migrating paper and digital document processes to Cloud) and Fuji Xerox Mobility Solutions (reduced paper usage through better and direct communication channels, more efficient workplace inspections, materials storage and data sharing). Information on our products and business solutions can be found at www.fujixerox.com.sg/solutions-and-services.

Through improvement in design and technology, Fuji Xerox has maintained or reduced the TEC (Typical Electricity Consumption) value of all MFDs, despite a substantial increase in operational speed and the number of features per device. Notable examples include two MFD models (DocuCentre-V C2263/2265 and ApeosPort-V/DocuCentre-V 2060/3060/3065), which have both demonstrated significantly reduced TEC values in the last few years. The DocuCentre-V C2263 model saw a 35% reduction, from a TEC value of 1.38 kWh/week in 2013 to a TEC value of 0.9 kWh in 2015. The TEC value of the 2015 model of the ApeosPort-V/DocuCentre-V 2060 was 21% lower than the 2012 model (TEC value of 1.7 kWh/week and 2.15 kWh/week respectively).

Fuji Xerox new Chemical Substance Control System

In response to a number of new global regulations, and to standardise the management, control and knowledge of chemical substances throughout All-Fuji Xerox manufacturing sites, Fuji Xerox developed a Chemical Substance Control System in FY2014. Fuji Xerox's Environment Management Group, who introduced the Chemical Substance Control System, recognised that in order for the system to work in the long-term, those using it had to understand the importance of proper chemical management, and the system had to be easy for All-Fuji Xerox's business

facilities to implement. The system centrally manages the use and inventory of 30,000 chemicals utilised by the Company and has already been introduced at Fuji Xerox's manufacturing sites in Japan and Vietnam, with implementation in other overseas sites to be rolled out in stages.

The system will ensure that the manufacturing processes of all products from these sites sold by Fuji Xerox Singapore will be quickly aligned with new international chemical substances regulations, as well as monitoring

substances that are likely to be regulated in the future (thus excluding them during product design and development phases). The system also allows Fuji Xerox headquarters to centrally manage their chemical substances inventory data and facilitates quick and efficient reporting to the authorities about usage and volume of the substances as and when necessary.

Please see <https://www.fujixerox.com/eng/company/sr/2015/highlight/03.html> for more information.

Green labelling of products*

By the end of FY2014, all of our MFDs and 192 of our printer models carried the Singapore Green Label, which requires the products to meet certain eco-standards including performance requirements, health and environment criteria, life cycle considerations and labelling and packaging requirements.

The Energy Star label is also applied to 100 % of Fuji Xerox's products. The Energy Star is an international standard for energy efficient consumer products.

* Our products fall under categories 33 and 38 (Copying Machines, Printers, Fax Machines and Multifunctional Devices) of the Singapore Green Label scheme (www.sgls.sec.org.sg). Information on the Energy Star programme can be found at www.energystar.gov.

Integrated recycling system

Since 1995, when Fuji Xerox became the first document services company to incorporate products containing recycled parts into the Japan market, our business has been working towards a fully-fledged recycling process. Fuji Xerox's Integrated Recycling System endorses the transition of our society from a "throwaway" to a "recycle" mentality, with the ultimate aim of producing zero product waste.

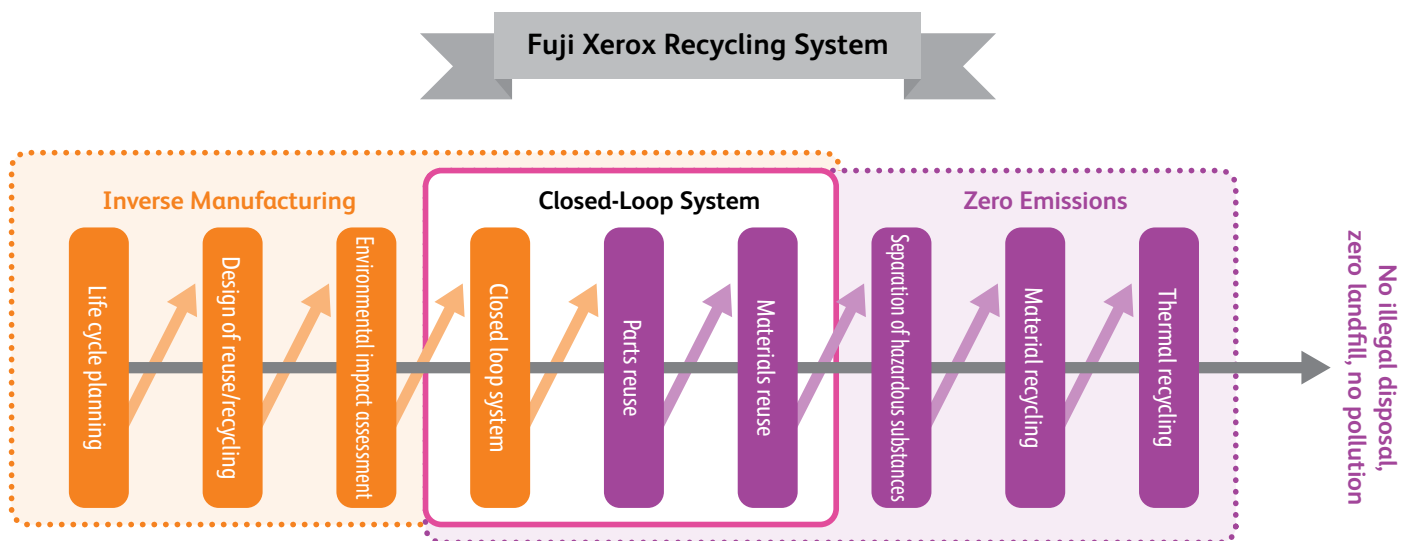
The Integrated Recycling System comprises three concepts: Inverse Manufacturing, The Closed Loop System, and Zero Emissions. Our 'closed loop' system, which is the central concept, involves the collection and re-use or recycling of as much of our product as possible while still maintaining

strict quality assurance, effectively turning waste into a resource, minimising our environmental impact and promoting sustainability.

As well as implementing this innovative recycling system for our products, All-Fuji Xerox affiliates embrace efforts to reduce and re-use customer replaceable units (CRUs) such as toner cartridges. In the Asia-Pacific region, our products are recycled through the Fuji Xerox International Resource Recycling Centre (IRRC) in Thailand. The IRRC collects used Fuji Xerox products such as copiers, printers and cartridges from nine Asia-Pacific countries and regions and disassembles them. Components that are renewable are

checked and returned to the production line for reuse. The remaining components are sorted into (approximately) 90 categories of material including steel, aluminium, lenses, glass and copper for recycling.

In FY2014, Fuji Xerox Singapore shipped 4,200 used devices and recycled 210,081 of used CRUs and toner cartridges under the integrated recycling system. These devices and units represented a total of 979 tonnes of collected material. With a recycling rate of over 99.5 % for all used products and consumables collected by our team since 2009, Fuji Xerox's Zero Landfill goal⁴ has been maintained steadily.



⁴ Fuji Xerox defines "zero landfill" as simple incineration and simple landfill that amounts to 0.5 % or less of the total weight of the waste produced.

Paper savings

All Fuji Xerox Singapore employees are urged to minimise paper wastage at work by adhering to our Internal Paper Usage Reduction Guidelines. Paper re-use and recycling habits are cultivated through initiatives such as our 'Think Before U Print' stickers, which new employees are encouraged to display on their computers.

Paper savings are also achieved through our Apeos Ware Management Suite (AWMS), which administers Company-wide copying and printing activities. For example, double-sided printing is set as a default, and printing statistics are communicated to heighten staff awareness of eco-friendly practices.

In FY2014, we consumed 25 reams or around 12,500 sheets less than in FY2013. This represents a reduction of 1.1%, just above our annual target of 1% reduction in paper consumption.

All waste paper from our own offices is collected for recycling. In FY2014, we

recycled 5.5 tonnes of waste paper, 17% more than in FY2013.

Promoting green practices

Fuji Xerox Singapore have embraced several opportunities to reach out to clients, Singapore's younger generation and general workforce through workshops and talks aimed at building environmental awareness and raising levels of corporate social responsibility. A few of the initiatives that were ongoing during FY2014 are highlighted here:

- Since 2010, we have designed and distributed green collection boxes to our customers to facilitate the collection and recycling process in Singapore.
- In line with our efforts to safeguard our planet for future generations, we place strong emphasis on educating today's youth about green technologies, CSR and environmental best practice. We do this through partnerships with

leading industry bodies and education institutions in Singapore. This includes sharing sessions with tertiary students from Nanyang Technological University (NTU) and the National University of Singapore (NUS) on Fuji Xerox's CSR and Environmental efforts, as part of their project work.

See 'Supporting our Community' for more information about our Corporate and School Partnership (CASP) initiative.

In addition, our employees proactively participated in the following environmental initiatives during the reporting period:

- World Environment Day (5 Jun 2014)
- World Car Free Day (22 Sep 2014)
- Docuworld 2014 with booth showcasing our Environment Practices (20-21 August 2014 & 17-18 March 2015)
- Corporate and School Partnership Programme (Sep-Oct 2014)
- Earth Hour (27 March 2015)

Caring for our Employees

Creating an environment where innovation
and inspiration flourish





Caring for our Employees



854 employees
in FY2014



37% of workforce
is female



23 hours of training
per employee in FY2014



Turnover rate **below**
national average

Our principles, policies and goals

Our people are our most valuable resource and investing in their professional and personal well-being is vital to our business sustainability. By attracting, nurturing, empowering and rewarding our employees, we create an environment where innovation and inspiration flourish, and our competitive edge is sharpened.

We also recognise that a motivated workforce will convey a positive and powerful message to all our key stakeholders, be they customers, suppliers or members of the community, at the same time endorsing the passion, quality and reliability of Fuji Xerox Singapore.

A human resource (HR) framework has been built at Fuji Xerox Singapore with the goal of attracting, supporting and maintaining a motivated workforce. Within this framework every aspect of our relationship with our employees is mapped, from recruitment through to retirement. Our HR policies, covering remuneration, benefits, health and safety, career development and training, are regularly reviewed by our management and we constantly seek feedback from our staff to ensure that our decisions are aligned as much as possible with their needs.

Our goal is always to act with integrity, and our code of conduct and core values

are imparted to every employee. They are the foundation upon which we build all our business initiatives and conduct our day-to-day activities. In keeping with these ethics, Fuji Xerox Singapore adheres to local employment regulations and is committed to fair employment practices.

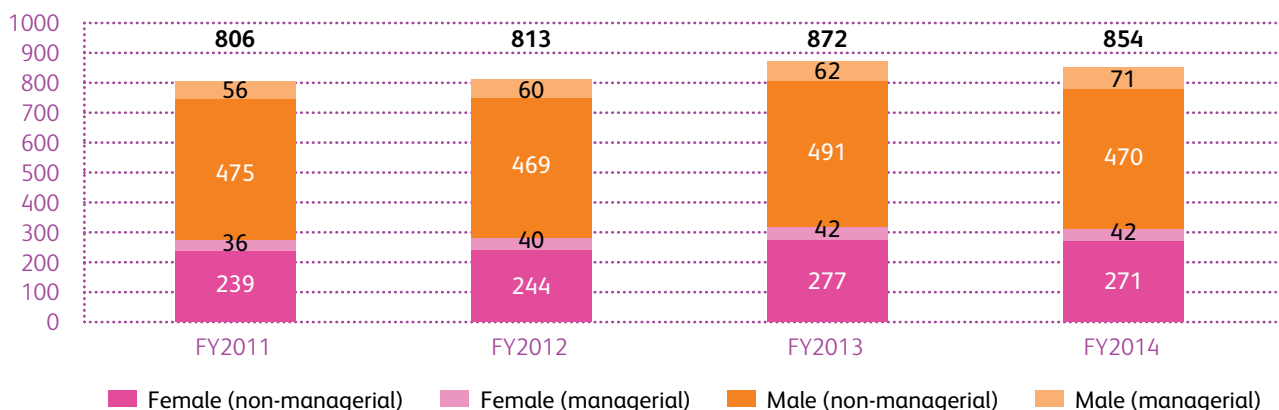
Workforce diversity

Our business thrives on diversity. As such, we leverage on a host of strengths and skills that can only come from a diverse workforce embracing employees from various ethnic groups, religion, age and gender.

In FY2014, 313 of our employees were female (37% of our workforce), while 541 (63%) employees were male. In terms of job function, 42 females (5%) held managerial positions in FY2014 compared to 71 males (8%), while 271 females (32%) and 470 males (55%) held non-managerial positions. The male to female ratio was 63:37 for both managerial and non-managerial categories.

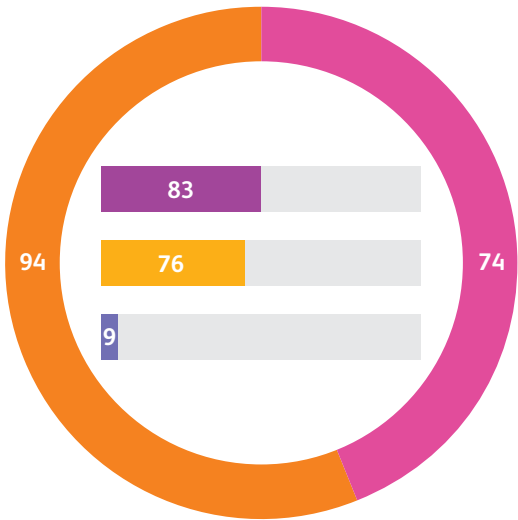
The age profile of our workforce in FY2014 was 22% of employees below 30 years old, 61% between 30 and 50 years old, and 17% above 50 years old. All members of our senior management team, including general managers, directors and unit heads, are Singaporeans.

Workforce evolution

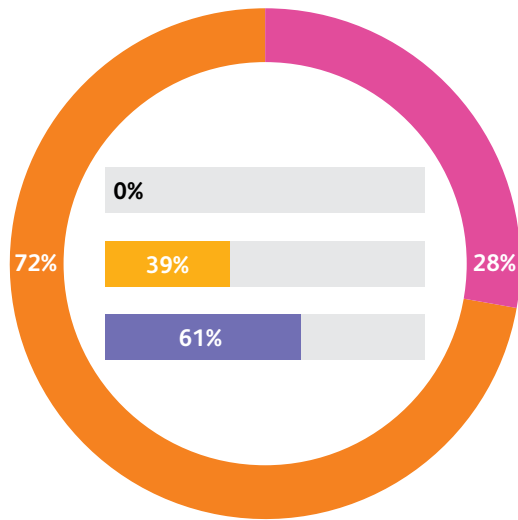


Our employee turnover rate increased from 16.5% in FY2013 to 22.9% in FY2014, but remained below the national average of 24%. We hired a total of 168 new employees, while 213 resigned during the same period. Half of the new hires were below the age of 30, while only 18% of resigned employees were within that age group. For both new hires and resignees, the female to male ratio was identical (44:56).

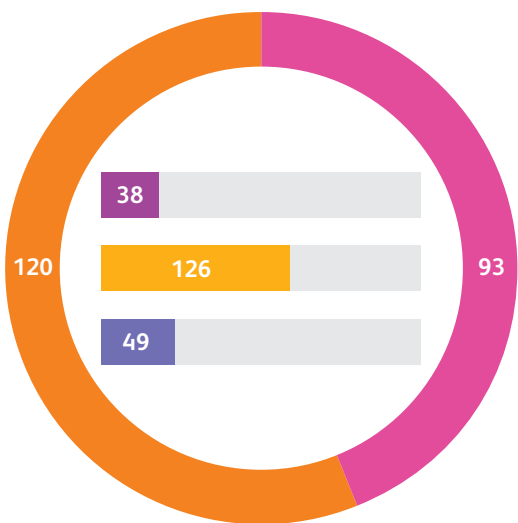
New Hires (FY2014)



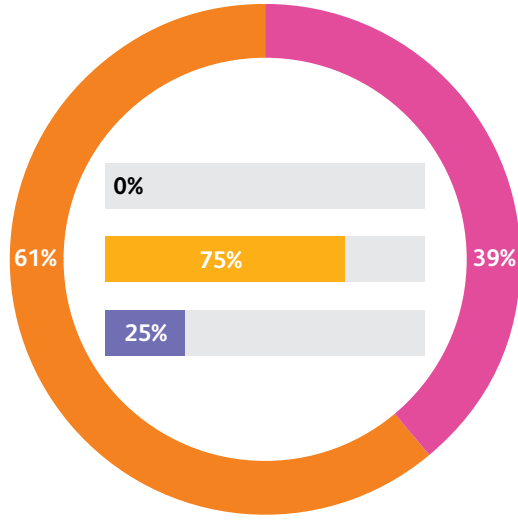
FY2014 Workforce Profile
(gender and age groups)



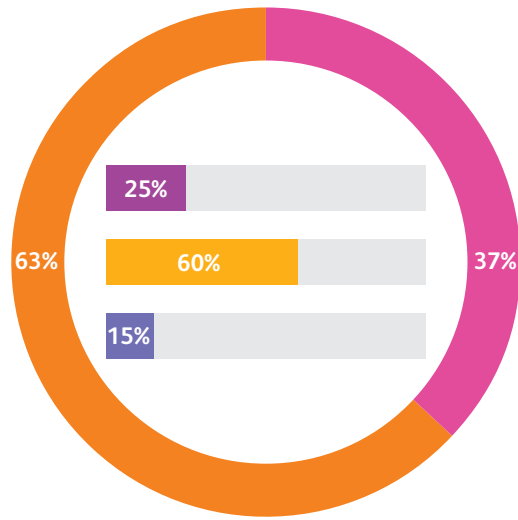
Resignees (FY2014)



Senior Management



Managers



Non-Managers

Male Female
<30 30-50 >50

In addition to the above, a limited number of outsourced personnel, such as cleaners and security guards, work within our premises. Although we supervise these people, they are employed by contracted companies and are not included in our head count. Our expectation is that all the contracted companies we work with will adhere to local employment regulations. We do not employ other types of un-contracted workers.

Employment practices

Merit-based recruitment is strictly upheld by Fuji Xerox Singapore. We recognise that not only will this approach improve our ability to match the right person to the role but, by virtue of that good match, our employees will be more motivated to perform to their best ability.

The Tripartite Guidelines on Fair Employment Practices

In our endeavours to be an ethical employer, we are guided by the Singapore Tripartite Alliance for Fair and Progressive Employment Practices, comprising the Ministry of Manpower, Singapore National Employers Federation and National Trades Union Congress.

The Tripartite Alliance has formulated guidelines on fair employment practice for adoption by Singapore employers, embracing the recruitment, training, treatment and reward of employees. In adhering to the principles set out in these guidelines, Fuji Xerox Singapore strives to create a workplace in which employee well-being is paramount and all our people can realise their full potential.

Communications

We hold quarterly communication sessions to update non-managerial staff on Fuji Xerox Singapore's financial performance and business activities. These sessions also provide a platform for our HR personnel to communicate any policy changes and staff activities. Communication sessions for our managers are held on a bi-monthly basis.

Topics covered at these sessions are audience appropriate. At the managers' meeting, for example, leadership issues may be discussed, while at the quarterly staff sessions topics include strategic business directions, new service launches, ongoing developments and key project reviews.

Employee feedback

For over two decades, Fuji Xerox Singapore has regularly carried out internal employee surveys to obtain an insight into what is important to our workforce.

In February 2015, an external agency conducted an employee engagement and

satisfaction survey among 90% of our employees. This was the third consecutive year that we had participated in the survey, which provides us with external benchmarking. For FY2014, we scored 67.5% for employee effectiveness, which was 1% lower than in 2013 but 4% higher than Singapore's national norm.

In addition to feedback from surveys, we encourage employees to share their ideas and concerns with us by adopting an open door policy, which gives everyone access to his or her immediate supervisor as well as the management team, including our CEO. Informal feedback sessions between managers and their teams are regularly held to monitor the well-being of employees and demonstrate workforce support in alignment with our core value of 'Care and Concern'.

Career development and training

We recognise that consistent and ongoing education is critical to maintaining a competitive, skilled, productive and motivated workforce. In FY2014, 81% of all employees at Fuji Xerox Singapore received performance and career development reviews conducted by our Human Capital and Social Responsibility team, and were given the opportunity to maximise their potential by attending training sessions that complement and extend their skills and responsibilities.

In FY2014, employees each received an average of 23 hours training, which represents an increase of 25% on the previous year and exceeds our 22-hour target for that period. For FY2015, we have re-established a target of 24 hours of training per employee and introduced a wider range of training sessions to include, for example, skills development initiatives for sales and service engineers, which aim to further the solutions and services capabilities of our workforce. Training topics range from soft skills development in areas such as communications and leadership, to technical programmes covering project management and office productivity tools.

In FY2012, we launched the P.A.T.H. customer experience training initiative for all departments and teams whose jobs entailed customer contact (see p31 for more information on the P.A.T.H.

programme). Under this initiative a new associate manager role was created to impart managerial skills and experience to aspiring employees prior to them taking on the responsibilities of a fully-fledged manager. In FY2014, five employees were promoted to the role of associate manager. The P.A.T.H. programme has evolved further in FY2014 to focus specifically on refresher training for finance and technical sales staff. Additional information on the P.A.T.H. training programme is found in the 'Ensuring Customer Satisfaction' section.

Skills development initiative facilitates career progression

In April 2014, the Service Experience & Technical Operations department collaborated with the Talent & Organisation Development team to launch a new engineers' development initiative called the "Office Solutions Engineer III" project. The objective of this two-year training programme is to develop the skills of our service engineers in line with technological progress and align their capabilities and achievements with a progressive and accessible career path.

Participating engineers complete a series of carefully crafted training exercises and are mentored by business unit heads and subject experts to help them apply their newly acquired skills in the field.

Upon completion of the developmental programme, the engineers will be assessed on their readiness to take on a more senior role.

Employee benefits

All non-managerial employees at Fuji Xerox Singapore are covered by the Employment Act, which provides basic employment terms and working conditions including contract requirements, remuneration, hours of work, overtime, rest days and annual leave entitlement.

In addition to the statutory benefits outlined in the Employment Act, we provide beyond-compliance-level benefits to our full-time employees. Examples of these benefits include paternity leave and compassionate leave. We also support new parents by providing baby and child-care facilities including a lactation room and a children's playroom. Employees are also permitted to bring their children to work during school holidays and the festive season.

In FY2014, 431 male and 256 female employees were entitled to parental leave, which includes maternity and paternity leave. Eight (around 3%) of our female employees took maternity leave, while 11 (around 2%) of our male employees took paternity leave. All returned to work at the end of their leave. The retention rate⁵ for employees who took parental leave in FY2014 was 100% for both women and men.

The benefits offered to part-time employees (of which there were 14 in FY2014) are proportionate to full-time employee benefits, based on the number of hours worked.

Work-life integration

Fuji Xerox Singapore attaches great importance to employee well-being, believing that staff contentment has a direct link to the success and sustainability of our business. As affirmed earlier in this section, we consider our workforce to be our most valuable asset and appreciate that it needs to be well looked after in order for it to function to its true potential.

Our aim is to create an environment that allows our employees to achieve harmony in their personal and professional life. We do this by adopting a flexible approach to work arrangements and offering programmes to support health and wellness. In FY2014, one of our full-time employees converted

to flexible hours, having expressed a wish for more family time while still contributing to our operations, and one employee was re-hired on a part-time basis. In another initiative, staggered work hours were agreed to cater for the varying needs of our workforce.

We also believe that work and fun should go hand in hand, and organise company-wide activities that encourage friendship, bond teams and boost business at the same time. Examples of such activities held at Fuji Xerox Singapore during FY2014 include F.U.N. & Learn, Bowling Nite, Core Values ALIVE! and Staff Appreciation Nite.

Retirement and healthcare

Fuji Xerox Singapore participates in the Central Provident Fund (CPF) personal savings scheme, which helps employees fund their retirement, home ownership, healthcare and education. Under this scheme, monthly deductions from employees' gross salaries are paid into their CPF savings accounts. Fuji Xerox Singapore makes employer contributions to these accounts, according to rates stipulated in the CPF Act. In addition to CPF contributions, we provide comprehensive medical coverage for all employees. For our regular part-time employees, we have extended hospitalisation and surgical plans. For more information on the CPF scheme and contribution rates, please go to www.cpf.gov.sg.

We have a policy for re-employment of employees reaching age 62. Under the policy, the Human Capital and Corporate Social Responsibility (HCC) team identifies eligible employees for re-employment and, six months before an employee reaches retirement age, HCC takes the following steps:

- Review the employee's medical and performance appraisal records for the previous 12 months.
- Discuss the employee's work performance, health conditions and suitability for re-employment or re-deployment beyond retirement age with his/her manager/supervisor.
- Employee's experience and capabilities will be considered when determining the job role and the remuneration.

Two employees were re-employed after reaching retirement age in FY2014.

Safety and health in the workplace

Fuji Xerox Singapore is committed to Workplace Safety and Health (WSH) and takes every precaution to prevent occupational injuries among employees. We believe that optimum work conditions not only make our employees safer, but also boost morale. As an essential requirement we are in compliance with the Ministry of Manpower's Workplace Safety & Health Act.

Since 2012, we have been certified BS OHSAS 18001:2007 and SS 506 Part1:2009 compliant. These internationally recognised standards provide us with frameworks to manage risks associated with safety and health in our workplace. Fuji Xerox Singapore was re-certified for both standards on 30 April 2015. There were no instances of non-conformity, but one Observation and one Area for Improvement were noted. The Observation related to a lack of clear deadlines in our incident reporting procedure, and this has now been rectified. The Area for Improvement stated that the completion date for new hire induction and training should be included in the checklist. A new e-learning module on workplace safety and health has since been implemented and will be electronically tracked.

In 2010, at the start of Fuji Xerox Singapore's involvement in the Workplace Safety & Health Council's bizSAFE programme, a WSH committee composed of 10 representatives from the company's key business units was set up to oversee all workplace safety and health issues. On 30 April 2015, Fuji Xerox Singapore re-certified for bizSAFE (STAR), the highest of the four levels in the bizSAFE certification, which it has held since June 2012. The bizSAFE programme assists companies to build their WSH capabilities, starting with commitment to the programme by senior management and working towards the achievement of a solid WSH system throughout the organisation.

⁵ Employees who are still employed 12 months after returning to work from parental leave.

As well as holding management-led meetings every six months to review and progress workplace health and safety systems, the WSH committee also ensures that safety standards are enforced throughout the company. Committee members are responsible for promoting safety and health in the workplace, conducting inspections and investigations, and proposing improvements and corrective or preventive actions.

Employees are informed about health-related issues relevant to their workplace via regular lunchtime talks conducted by our HCC personnel.

In FY2014 one occupational injury was reported. This incident occurred at work and represented a total of 14 LMD (Lost Man Days). No serious work-related incidents⁶ or fatalities occurred in FY2014.

Individual rights

Respecting and protecting basic human rights is fundamental to all our operations and deeply ingrained in our Code of Conduct, which applies to all employees. Labour rights, the prohibition of discrimination and harassment, protection of privacy, prohibition of forced and child labour, and workplace health and safety are all strictly observed within the work environment and discrimination and harassment of any kind is not tolerated at Fuji Xerox Singapore.

We also respect our employees' rights to freedom of association as well as their membership of trade unions and other professional bodies. We support the union by funding member activities and sponsoring bursaries for the children of our union members. 129 children were sponsored in FY2014.

Two-way communication is key to maintaining our harmonious relationship with the union, and meetings are held regularly between members of the Singapore Manual & Mercantile Workers' Union (SMMWU) and our HR team to discuss topics such as benefits, salary increment and variable bonuses. In addition, every three years, we meet with SMMWU to discuss and renew the collective agreement.

In FY2014, 26% of our workforce was covered by a collective bargaining agreement; no incidents of forced labour, child labour or young workers were identified across the organisation, and no human rights-related grievances have been reported.

⁶ Accidents with potential to cause major consequences, such as death, serious illness or injury.

Ensuring Customer Satisfaction

Evolving efficient services and sustainable products
to meet our customers' needs





Ensuring Customer Satisfaction



93.8% of complaints responded to **within 48 hours**



Received **28 times more compliments** than complaints in FY2014



71% overall **customer satisfaction rate** for our products and services

Our principles, policies and goals

First-class customer service, top quality products and the highest level of product safety have always been Fuji Xerox Singapore's priorities, with customer satisfaction being the goal of all our corporate activities.

Because customer trust and retention starts with our people and products, we place the utmost importance on training our employees in customer service excellence and in continuously striving to improve the quality and safety of our products and business solutions.

Open and frequent communication, responsive feedback channels and regular surveys and performance benchmarking are all key components of our customer

engagement policy. In addition to striving for excellence in product service and support, we attach enormous importance to data privacy.

Since 1996, Fuji Xerox Singapore has been certified under the ISO 9001 standard for quality management systems. The certification has helped us increase the control of our internal processes and the quality of our services. We have also carried the Singapore Quality Class (SQC) certification since 1998. SQC ensures organisational excellence in key areas such as leadership, planning, information, people, processes, customers, corporate social responsibility and results.



Customer Satisfaction (CS) Management Systems

All matters related to customer experience are discussed during monthly CSR meetings attended by Fuji Xerox Singapore's CEO, general managers and heads of units.

In 2011, Fuji Xerox Singapore created the P.A.T.H. training framework to support our Customer Satisfaction (CS) Management Systems. The P.A.T.H. model teaches all staff to provide Passionate, Anticipated, Trustworthy and Hassle-free customer service. It evaluates areas of strength and areas for improvement at all customer contact points and trains staff to meet customer needs.

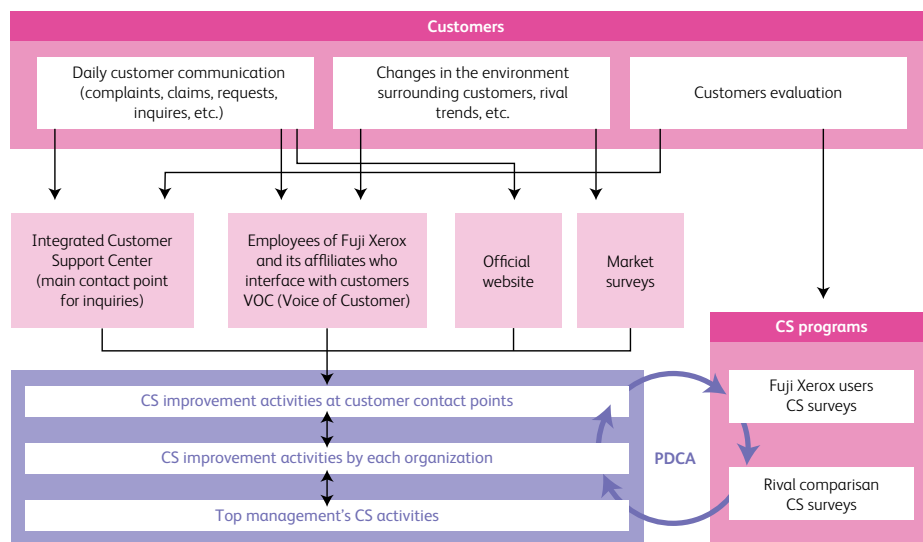
In FY2014, 73 employees completed P.A.T.H., making a total of 773 staff trained

since the programme's creation. Although P.A.T.H. refresher trainings have been reduced during the reporting period, we continue to introduce the programme at every new hire induction session. In addition, quarterly audits are carried out to monitor the successful integration of P.A.T.H. across our business departments and reinforce P.A.T.H. values among our workforce.

In April 2012, we also implemented a customer compliment incentive scheme to acknowledge employees who have provided exceptional customer service. Under this scheme, we pledge \$2 to Singapore Children's Society for every compliment received via surveys, online feedback forms, emails and phone calls. Since implementation, the ratio of compliments to complaints has increased significantly, from 5.3 in FY2012 to 28.3 in FY2014.

In 2001, as part of CS Management System, Fuji Xerox formulated five CS Guidelines for Fuji Xerox and its Affiliates. The aim of the guidelines is to remind employees to always consider the customer first and be fully aware of the importance of customer service in every aspect of their work.

Fuji Xerox CS Management System



CS Guidelines for Fuji Xerox and Its Affiliates

1. Listening to the “Customer’s Voice” is the **beginning** of our job.
2. Thinking of the “Customer’s Viewpoint” is the **basis** of our job.
3. Meeting the “Customer’s Expectation” is the **responsibility** of our job.
4. Earning the “Customer’s Deep Trust” is the **joy** of our job.
5. Receiving the “Customer’s Evaluation” is the **measurement** of our job.

Product support

We understand the importance of maintaining business uptime and our comprehensive service infrastructure encompasses both on-line and on-site support to ensure that our customers’ businesses achieve maximum productivity.

Our highly qualified customer service engineers provide proactive services to ensure fast resolution at all times and our technical support centres have been Service Capability & Performance (SCP) certified (to

Support Standard and eService Standard) since 2011, confirming our commitment to exceptional service and support. The SCP standards, which are updated annually, provide companies with guidelines to help measure and improve their service operations, share best practice and, in turn, enhance customer satisfaction and loyalty.

Our service excellence is particularly reflected through our remote support solutions, such as the Fuji Xerox Regional

Solution Centre (RSC), LogMeIn and EP-BB service, which help customers save valuable time and resources and keep their businesses running smoothly. More information on our remote support platforms can be found at <http://www.fujixerox.com.sg/company/customer-support-advantage>.

Customer Case Study

Fuji Xerox Singapore’s print solution results in improved document quality, lower costs and reduced carbon footprint for Johnson Controls

Johnson Controls serves industrial customers in more than 150 countries, creating products and services that optimise building efficiency; providing energy storage for hybrid and electric vehicles, and producing automobile interior systems. Their commitment to sustainability dates back to their invention of the first electric room thermostat in 1885.

The company’s staff productivity and bottom-line performance was being

compromised by an unreliable and increasingly costly document printing system and they turned to Fuji Xerox Singapore for a more robust solution to meet their current and future print needs.

After identifying several areas where printing processes could be improved, Fuji Xerox proposed an Enterprise Print solution for Johnson Controls with the objective of reducing operational costs by installing appropriate machines into different departments according to their unique printing needs.

The company has since achieved measurable productivity gains; carbon

emissions have been reduced through the use of smart, energy-saving technology and downtime has been significantly shortened thanks to a more robust fleet of printers and Fuji Xerox’s committed after-sales support service.

The company now produces high quality documents and spends less on printing, and Fuji Xerox’s solution is being proposed to the other Johnson Controls regional offices across Asia.

Customer satisfaction and issue resolution

Fuji Xerox Singapore listens to its customers and takes their opinions very seriously. Customers can give us feedback through a range of communication channels including our website, a dedicated hotline, regular customer survey, and our on-site desk.

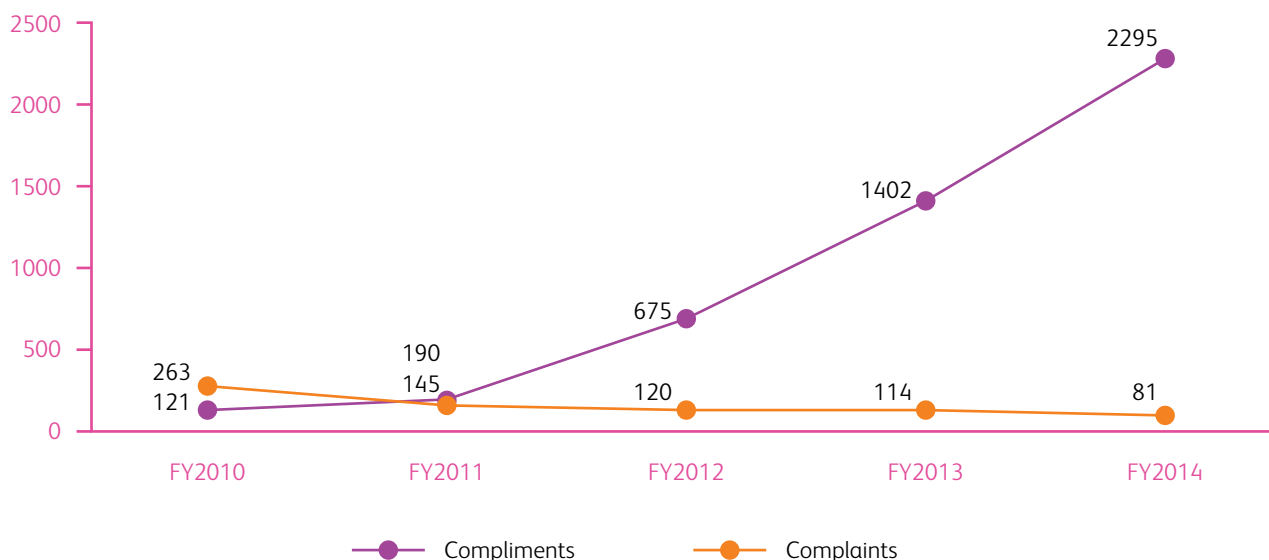
Through our customer feedback system, we capture all VOC (Voice of Customer) comments for analysis and action. Resolving customer issues in the shortest possible time is a major priority for us. In FY2014, 93.8 %

of customer complaints were responded to within 48 hours and 97.5 % were resolved within five working days.

Customer compliments are also tracked so that we can monitor where we are getting things right and cascade positive feedback to our employees, to their superiors and to our CEO. Monthly reports are made available via our intranet, and the names of employees who have done well are posted on office notice boards.

The total number of complaints received dropped by almost 30 %, from 114 in FY2013 to 81 in FY2014. At the same time, the number of compliments received increased by 64 %, from a total of 1,402 in FY2013 to a total of 2,295 in FY2014. This continuous improvement can be attributed to the successful implementation of our P.A.T.H. programme and to staff displaying our core values at work.

Compliments vs complaints



Competitive Benchmarking Survey

Fuji Xerox Singapore participates in an annual Market Probe customer satisfaction survey to benchmark the company against key competitors and evaluate customer satisfaction with our products and services. The survey measures overall customer satisfaction and customer loyalty, alongside six other key attributes, namely: product quality; sales support; service support; billing and invoicing; problem resolution and brand Image.

In FY2014, Fuji Xerox Singapore achieved an overall customer satisfaction rate of 71 % in the survey, an increase of four points from the 67 % obtained in FY2013, and our customer loyalty score increased from 56 % in FY2013 to 66 % in FY2014.

Leading the market in customer satisfaction for five consecutive years

For five consecutive years, from FY2010 to FY2014, Fuji Xerox Singapore has received top ranking for customer satisfaction and customer loyalty in the Market Probe survey. This annual competitive benchmarking survey conducted by a global research and consultancy firm interviews over 1042 purchasing managers from a wide range of industries. We obtained high scores for service support, sales support and value perception.

The survey also helped identify areas for improvement, namely billing/invoicing, timeliness and accuracy. As a response, we are in the process of building a cross-functional team to look at these issues.

Kaizen : a continuous cycle of improvement

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Continual improvement of our business processes is an integral part of realising our sustainability goals and those of our customers and other stakeholders.

Each year, upon completion of the Market Probe benchmarking survey, six 'Kaizen' (continual improvement) teams examine the survey results and draw up action plans to improve our level of service.

The teams use the PDCA (plan-do-check-act) cyclical management method to continually improve upon all customer-related business processes. Each team showcases its process improvement results, from identification of issue to resolution, at the annually held Fuji Xerox Singapore Kaizen Forum. The winning team goes on to represent the Singapore office at a regional Fuji Xerox

competition, which was held in Seoul in June 2014.

The following is an excerpt from a report written by Gareth Liew, the leader of Fuji Xerox Singapore's winning team:

"The goal of our project was to improve the information security and green aspects of our machines. These aspects were chosen as the focus by virtue of their importance to our customers. With regard to information security, organisations are increasingly aware and concerned about potential information leakage and the economic and reputational impact it can have on them. Regarding the green credentials of machines, organisations are becoming increasingly aware of the impact their business operations can have on the environment, or need to comply with their own green goals.

Upon closer investigation, using problem-solving techniques commonly employed in Kaizen, such as data stratification and

causal analysis, it was determined that SMEs had the least favorable opinion of Fuji Xerox's offerings in terms of its information security and green aspects.

As a result, we developed countermeasures to raise awareness among SMEs about what can be done, with the help of Fuji Xerox Singapore, to address these concerns. These included customer education through events, electronic direct mailers, customer training upon machine installation, and educational 'wobblers' installed on each machine.

After implementation of these countermeasures the results were hugely encouraging, exceeding the targeted improvements by 42.5% (information security) and 79% (green aspects).

Feedback from participating customers was encouraging as well. In fact, customers urged us to keep running these awareness programmes – something we hope to do sustainably in the long run."

Product quality and safety

The supply of reliable, quality products is of paramount importance to Fuji Xerox Singapore and customer health and safety is always our priority. In line with Fuji Xerox policy to protect our customers against product safety issues, we have in place a set of key quality assurance principles. These include: ensuring compliance with regulations and international standards to achieve total elimination of product safety incidents; fostering a culture of 'Safety First'; appropriate employee training; quality control; the reporting of product safety incidents; prompt product recall policies and preventative measures.

From design through to manufacture and installation, all Fuji Xerox products undergo

stringent checks to ensure quality and safety. As part of our Kaizen initiative for continuous improvement, we hold regular quality and safety forums where quality assurance staff from our manufacturing centres in Singapore and overseas discuss ways in which we can supply our customers with ever safer and more secure products.

In line with the new Fuji Xerox initiative for FY2014, our aim is "to rise above conventional approaches focused on recurrence prevention, and develop integrated mechanisms covering manufacturing and sales functions for early identification of customer dissatisfaction. Based on this input, we will promote systems designed to respond to the globalization,

diversification, and increasingly network-based structure of markets and customers."

Should a product safety incident occur, our policy is to respond to our customer as quickly as possible and to do all we can to prevent a recurrence. In FY2014, one non-critical incident⁷ on product safety (a strong toner smell from machine after long period of printing) was reported. Fuji Xerox Singapore will continue its effort to reduce the number of incidents relating to the use of our products.

⁷ Non-critical incidents are incidents that did not cause or have the potential to cause major consequences, such as death, serious injury, after effects, or fire, and which were deemed isolated incidents.

Data safety and privacy

With 30 years of expertise in processing confidential information, Fuji Xerox is well aware of the importance of customer data security. All our devices and business solutions are equipped with access restriction and data protection technologies. Customers are also informed about our privacy policy covering the use of personal information. Fuji Xerox Singapore strictly observes all local laws and internal regulations applicable to personal information protection.

For the collection and disposal of wastepaper, we work with one unique

supplier, who is accredited for handling and recycling confidential information. The disposal services of this supplier comply with the Singapore Personal Data Protection Act and provide us with the confidence that sensitive information is protected during the whole life cycle of our documents.

On product delivery we provide our customers with recommendations regarding the reinforcement of information security. These recommendations, which are also available on our website, include password change, authentication settings and network restrictions.

Following Fuji Xerox directive, Fuji Xerox Singapore is embracing an internal security information system framework. A regional Information Security Management System (ISMS) Council has been established and will convene at the onset of FY2015 to discuss project timeline and deliverables.

More details on our privacy policy can be found at www.fujixerox.com.sg/privacy-policy.

Fuji Xerox Document Technology Centre

Leveraging on Fuji Xerox Singapore's established reputation in document management technology, the company opened The Fuji Xerox Document Technology Centre in December 2014, offering local businesses a centralised hub for document management solutions and services. The new centre represents Fuji Xerox Singapore's commitment to service quality, cost-efficiency and streamlined document-related operations.

The 10,000sqft Document Technology Centre adheres to stringent standards, processes and technology in information security, providing customers with the reassurance that they need to expand their businesses with complete confidence. It is equipped with an information management system which operates in strict adherence to ISO/IEC27001:2006 (a standard designed to ensure the selection of adequate and proportionate security controls that protect information assets and give confidence to interested parties). It also features closed-loop processing that ensures tight security through end-to-end reconciliation and full recovery of communications. This file-based processing system employs a huge database that tracks each page of every document.



Partnering with our Suppliers

Sustainability practices incorporated
throughout the value chain





Partnering with our Suppliers



Singapore-based companies received **100%** of our supply-chain spending in FY2014



Best environmental practice guidelines issued to all suppliers



Fuji Xerox Singapore adopts the Fuji Xerox's **ethical procurement policy**

Our principles, policies and goals

As part of its ambition to realise sustainability throughout its value chain, Fuji Xerox Singapore extends the application of responsible business practices to its local partners and suppliers.

Procurement and manufacturing processes for our products are managed by the Fuji Xerox under its ethical procurement policies, which also cover logistics and conflict mineral issues. In Singapore, our supply chain comprises over 10 channel partners and multiple small and medium sized businesses who assist us with product sales, customer support, and product delivery and maintenance tasks. During FY2014, 100% of our supply chain spending went to Singapore-based companies.

We recognise that we are only at the beginning of our journey to integrate sustainable business practice throughout our supply chain, but in line with the Fuji Xerox's 'Kaizen' approach to continuous improvement, we aim to identify new opportunities for collaboration with our suppliers, gradually increase transparency

and continue to build shared capacity to minimise our indirect environmental and social impacts.

EMS guidelines

Since 2003, we have provided our supply chain partners with a set of 15 environmental guidelines, which must be acknowledged by the contracted party. The purpose of the guidelines is to inculcate good practices within our supply chain to prevent or reduce environmental impact. The guidelines cover the following aspects:

- Procurement, handling and storage of chemical substances
- Disposal of paper, plastics and chemicals
- Compliance with local environmental regulations
- Appropriate use of vehicles

Transport – for delivery, collection and maintenance of our products – is a key aspect of our operations in Singapore. Since May 2013, we have requested that all our delivery service partners follow a set of eight eco-conscious guidelines for vehicle operations. These guidelines highlight the need for efficient route planning, environmentally sound driving habits, good vehicle maintenance and careful staff briefing. Copies of Singapore Land Transport Authority Vehicle Inspection Certificates are requested for all our delivery service partners' vehicles to prove their adherence to safety and environmental standards and their general road-worthiness. We believe that observance of these guidelines will contribute to the reduction of carbon emissions in our supply chain.

For our paper supply, we only work with paper vendors whose environmental approach to forestry, including Forest Stewardship Council (FSC) Chain of Custody certification, is sound.

Contractors working at our premises are informed about relevant safety and health-related issues during an induction session held on their first day of work with us.

Looking ahead, we plan to invite suppliers to attend Fuji Xerox Singapore's CSR Steering Committee meetings to review their performance on established environmental and social indicators.

Ethical procurement in Fuji Xerox

Fuji Xerox operates a basic procurement policy that defines the rules by which we purchase goods and services from our suppliers. We consider all suppliers to be our partners; working with us to create and deliver excellent products and services, always with regard to ethical practice.

Our supplier partnerships are founded not only on the basis of economic rationale, but also on understanding, trust and a mutual respect for sustainability and corporate responsibility. Fuji Xerox and its affiliates commit to the principles of the United Nations Global Compact in the key areas of human rights, labour, environment and anti-corruption and engage with our suppliers to share best practice in all of these areas and promote ethical procurement throughout our value chain.

Our channel partners

Fuji Xerox Singapore's authorised vendors (channel partners) are carefully chosen small and medium-size companies. When selecting our channel partners, we examine criteria such as the alignment of the partner's vision with Fuji Xerox's direction, its financial health and the professional background of its key executives. We provide our channel partners with regular product and sales training to ensure that the highest levels of service and satisfaction are maintained, thus encouraging the growth of long-term customer relationships. The Fuji Xerox devices available from our channel partners are serviced by professionals, who are trained by our own staff to ensure consistent performance of the equipment.

Supporting our Community

Assisting, educating and inspiring tomorrow's generation





Supporting our Community



6 charities partnered



982 volunteer hours



S\$33,323 funds raised

Our principles, policies and goals

For over 30 years, Fuji Xerox Singapore has been providing support to the communities in which it operates, both at a local and regional level. The key motivation driving all our community engagement initiatives is to enable and empower young people. By supporting young people today and helping to educate them about the world they are to inherit, our goal is to benefit not only the current generation, but also the next.

We also recognise that meeting the needs of today's youth goes beyond their own education, security and well-being, extending to that of their families, homes and neighbourhoods as well. To this end, our engagement programmes also encompass financial and practical support in carefully selected communities, through fundraising and voluntary activities.

Fuji Xerox Singapore's community initiatives are selected according to how closely they are aligned with our own community engagement goals of "enabling and empowering young people",

the anticipated staff participation rate, and the tangible impact on the beneficiary. We engage with the targeted beneficiary through our community partners, such as the Children's Cancer Foundation, Beyond Social Services and Singapore Children's Society, with whom we regularly liaise. These agencies provide us with an informed view on the needs of the beneficiary groups and the most appropriate action we can provide for them. Separately, we also engage on other community initiatives on an ad hoc basis. All our business units and some of our channel partners are involved in our community engagement programmes.

We sponsor the cost of all community engagement activities, including material, staff participation fees, meals and transportation. By matching, dollar-for-dollar, the donations contributed by employees in some of our fundraising initiatives, we aim to encourage a greater number of donors and provide a good role model for other employees to emulate.

Our Community Partners

FY2014 saw a strengthening of Fuji Xerox Singapore's relationship with its two new community partners – Beyond Social Services and Food From the Heart – as well as the continuation of our long-term partnerships with Singapore Children's Society, Boys' Brigade and Children's Cancer Foundation. Our partnership with Habitat for Humanity, which has resulted in the construction of a total of 14 homes on Batam island for underprivileged families over three years, came to an end in December 2014. The goal of our two new partnerships, in common with all our other community partners, is to provide support young people and their families.



The mission of Beyond Social Services (Beyond) is to curb delinquency among children and youths, and to develop young people who respect the law, value education and seek to become responsible members of the community. Beyond works at keeping young people in school and out of trouble by providing guidance and resources that keep them supervised and well cared for and by building strong community spirit.



Food from the Heart, established in 2003, was originally set up to distribute surplus bread from

bakeries to those in need. This voluntary welfare organisation has since evolved to become a resource bank, taking in, recycling and re-channeling non-perishable food items, toys and toiletries, as well as bread. Its mission is to brighten the lives of the less fortunate by alleviating hunger and to bring joy through the distribution of toys and birthday celebrations.

Making community engagement part of our corporate culture

We firmly believe that community engagement should be embedded into a corporation's DNA, and see the involvement of employees as being absolutely vital to this goal. Through our community engagement initiatives, we aim to increase our employees' awareness of social issues as well as encourage volunteerism both locally and overseas.

Once an initiative has been approved by senior management at our monthly CSR meetings it is communicated via email and/or our intranet to all employees, together with information about how they can participate.

Employees are strongly encouraged to volunteer for company-driven community events and campaigns. To further promote participation, we grant Volunteer Service Leave, whereby employees are compensated for time spent doing voluntary service at weekends by being given the equivalent time off work. As well as having a positive impact on beneficiaries' lives, an important goal for every community engagement we embark upon is to increase our employee participation rate.

Fuji Xerox Singapore not only advocates social contribution internally amongst employees, but externally as well. We involve customers, partners and vendors in our community engagement activities whenever practicable.

To help determine and plan future initiatives, we evaluate the effectiveness of each community engagement project through feedback from beneficiaries after every event and seek feedback from our volunteers on an ad hoc basis.

Our FY2014 community initiatives

Charity movie screening



For the first time, we included beneficiaries in our annual charity film event with a ticket category of 'Sponsor a child' to the movies. Response was overwhelming with 167 beneficiaries attending the movie screening and a total of S\$29,020 raised for Beyond Social Services. This amount subsequently went towards 'Celebration of Learning' graduation ceremonies (see below) as well as the purchase of NTUC vouchers for distribution to families in need.

Charity soccer

Over FY2014, we saw our channel sales team and channel partners engage the boys from Ang Mo Kio, Lengkok Bahru and Whampoa in friendly soccer matches. A total of S\$4,303 was raised.

Cavalia sponsorship

Being the official Presenting Sponsor of Cavalia, we were able to treat 20 beneficiaries to a fantastic demonstration of horsemanship that transports the audience into virtual atmospheres. The beneficiaries comprised both children and teenagers who had shown a keen interest in performing arts. After the event, many beneficiaries said that they were "inspired by Cavalia to better their expertise in the Performing Arts".

Print sponsorship at Youth United Day

We were the main printing sponsor of Beyond Social Services' Youth United Day, an event that saw families enjoy a day out filled with games and activities.

Celebration of Learning graduation ceremonies

We sponsored six Celebration of Learning graduation ceremonies in November and December 2014. The events were attended by 1,300 people, of which 378 were graduating students. New to the ceremonies were the Fuji Xerox Elite Awards, recognising students who have not only done well in school but have also contributed back to society.

Birthdays from the Heart with Boys' Town

Food from the Heart's 'Birthdays from the Heart with Boys Town' programme involves a group of volunteers from Fuji Xerox Singapore spending an afternoon every month with the residents at Boys' Town (a Singapore Institution dedicated to providing guidance, shelter, education, vocational training and practical living skills), helping them to enjoy a birthday celebration.

"It was a very enriching experience for all of us. The boys are genuinely happy that

their birthdays are not forgotten and really enjoyed the activities we planned for them. This programme has given us a golden opportunity to give back to society – and by doing so, we get back so much more." – Casey Loh, Digital Business Marketing

"Despite the chaos, the boys had fun, worked together as a team and completed the games successfully. It was tiring, but definitely a worthwhile experience and we enjoyed ourselves!" – Lim Pei Ting, Finance Management Office



Human Capital and CSR department at February 2014's Birthdays from the Heart with Boys Town celebration.



The boys engaging in a friendly Frisbee competition.



Kindergarten students at a Celebration of Learning graduation ceremony sponsored by Fuji Xerox Singapore.



'Doing Well Doing Good' - 1000 Enterprises for Children-in-need

Launched in 2009, the objective of this fundraising programme is to recruit 1000 business enterprises to support the work of Singapore Children's Society.

We first participated in this initiative in 2012, and have renewed our participation for 2014. While delivering great customer experience is one of our priorities, we also recognise the importance of contributing to society in a meaningful way and this initiative allows us to do both at the same time. 'Doing Well, Doing Good' is our way of appreciating a job well done and thanking our customers for giving us a compliment. For each customer compliment received, Fuji Xerox Singapore donated S\$2 to Singapore Children's Society. The total donation in FY2014 was S\$4,590 for 2295 compliments received.

Batam Build

Our overseas partnership with Habitat for Humanity continued in 2014 with 39 volunteers clocking in a total of 234 volunteering hours over three separate visits to the Indonesian island of Batam. Three houses for needy families were completed by the end of year.

This overseas initiative has been popular throughout the years, with our volunteers feeling very enriched by the experience, especially when they can interact directly with the beneficiaries of the houses they have built. Mr Andi Gunawan, one of the beneficiaries, said of the programme: "I feel so blessed by God, He has sent Habitat to us, and I am thanking Habitat and all the volunteer team for all of this".

This overseas project ceased in December 2014.

Christmas wishes

Continuing our annual tradition of fulfilling Christmas wishes for children and young people supported by Children's Cancer Foundation and Boys' Brigade, 300 such wishes were fulfilled in 2014.

Fulfilling the wishes involves co-operation between staff volunteers (who adopt and purchase the gifts), our CSR department (who consolidate the gift collection) and our logistics partner (who delivers gifts to the beneficiaries out of goodwill).

Summary of Fuji Xerox Singapore's FY2014 community initiatives

Event/activity	Type of engagement	Beneficiary	Volunteer ↑ (people) / ☺ (hours)	Result
Charity Soccer	Fundraising		50 ↑ 250 ☺	S\$4,303 raised 50 children involved
Cavalia	Others		-	20 participating children and teenagers
'Celebration of Learning' graduation ceremonies	Others		16 ↑ 64 ☺	378 graduating students and 1,300 attendees
Charity Movie Screening	Fundraising		15 ↑ 75 ☺	S\$29,020 raised 167 beneficiaries
Christmas Wishes	Others		300 ↑ 100 ☺	300 children helped
1000 Enterprises 'Doing Well, Doing Good'	Fundraising		-	2,295 compliments received (S\$4,590 pledged)
Birthdays with Boys' Town	Others		62 ↑ 248 ☺	60 children helped
Batam Build	Others		39 ↑ 234 ☺	3 Homes completed
Corporate and School Partnership (CASP)	Education	ITE Service College	7 ↑ 11 ☺	21 students trained at our premises
Total			489 ↑ 982 ☺	S\$33,323 raised



Performance Tables

Energy use and CO₂ emissions

Direct and indirect CO₂ emissions, in tonnes (t-CO₂)⁸ and kWh, from electricity and fuel consumed by Fuji Xerox Singapore. The electricity and fuel we purchase are both from non-renewable sources.

	Performance FY2012	Performance FY2013	Performance FY2014	FY2014 Target	FY2015 Target
Direct (scope 1)					
Fuel ⁹	261 t-CO₂ (98,812 litres) (1,052,051 kWh)	275 t-CO₂ (104,280 litres) (1,110,268 kWh)	280 t-CO₂ (106,156 litres) (1,130,243 kWh)	273 t-CO₂ [-1 %]	277 t-CO₂ [-1 %]
Indirect (scope 2)					
Electricity	265 t-CO₂ (399,721 kWh)	264 t-CO₂ (397,524 kWh)	249 t-CO₂ (374,989 kWh)	261 t-CO₂ [-1 %]	247 t-CO₂ [-1 %]
Total	526 t-CO₂ (1,451,772 kWh)	539 t-CO₂ (1,507,792 kWh)	529 t-CO₂ (1,505,232 kWh)	534 t-CO₂ [-1 %]	524 t-CO₂ [-1 %]

FY2014 Performance

Our CO₂ emissions in FY2014 represented a reduction of 38.7 % compared to the emissions produced in FY2003, our base year (863 t-CO₂). We achieved our yearly target of a 1 % reduction in absolute CO₂ emissions, mostly due to a reduced consumption of electricity during the year.

Unfortunately, we did not reach our fuel reduction target in FY2014. However, this has to be relativized as the number of our machines-in-field (MIF) increased by 6.45 % during the same period. The corresponding increase of fuel consumption resulting from our maintenance vehicle fleet was only 1.8 % thanks to the continuing improvement in the logistics and online-services of our support system.

We believe that our recent investment in energy-efficient office infrastructure helped to reduce our electricity consumption by 5.7 % during FY2014 compared to the previous financial year.

Goals and challenges

Although we expect the number of MIF to grow in the coming years, we will continue to monitor and manage our vehicle usage and increase online resolution of support requests to optimise fuel efficiency. In addition, we expect the downward trend in electricity consumption to continue as measures to make our offices more energy-efficient office progress.

⁸ Conversion factors from Fuji Xerox Group have been used.

⁹ For conversion into gigajoules (GJ), please use the factor of 1kWh = 0.0036GJ

Recycling

We measure our recycling performance through the number¹⁰ of devices and units collected from our customers and sent for recycling to the Fuji Xerox International Resource Recycling Centre (IRRC) in Thailand.

	Performance FY2012	Performance FY2013	Performance FY2014	FY2014 Target	FY2015 Target
Used multi-function devices and printers recovered in Singapore and exported for recycling, excluding consumables	- 550 tonnes	2,482 units 574 tonnes	4,200 units 826.6 tonnes	2,393 units	2,870 units (+20 % from FY14 target)
Number of customer replaceable units (CRUs) and toner cartridges Fuji Xerox Singapore recovered from customers and sent for recycling	112,492 units 147.6 tonnes	169,196 units 158.7 tonnes	210,081 units 152.5 tonnes	159,433 units	160,000 units

FY2014 Performance

In FY2014, the number of used products and CRUs/used toner cartridges collected and recycled at the IRRC increased by 69 % and 24 % respectively, significantly exceeding our ambitious targets for the period. Compared to FY2013, this represents additional 252.6 tonnes of recycled materials¹¹ for a total of 979 tonnes.

Goals and challenges

In 2015, we will continue to engage with customers regarding the collection of our used equipment and consumables, although rising costs make this a challenge.

¹⁰ Number of devices and printers exported for recycling has only been measured since FY2013. Weight of recycled material is not commensurate with number of units collected, as machine size varies.

¹¹ 65 % to 95 % by weight of the materials of MFD components are renewable. Recycled plastic material used in MFD parts is less than 1 % by weight. Recycled paper used in the cardboard for MFD packaging is around 40 % up to 80 %. Wood and plastic are used for MFD packaging, pallet and cushioning parts respectively. Various chemicals are used in toner.

Paper usage and recycling

	Performance FY2012	Performance FY2013	Performance FY2014	FY2014 Target	FY2015 Target
Reams of paper used for office printing at Fuji Xerox Singapore (1 ream = 500 sheets)	2,232 reams	2,328 reams	2,303 reams	2,305 reams	2,282 reams: 1 % reduction
Weight of waste paper collected from our own offices for recycling	4,205 kg	4,708 kg	5,510 kg	-	-
Reams of Forest Stewardship Council (FSC) paper sold by Fuji Xerox Singapore. (% of all sold paper is shown in brackets)	1,858,005 reams (25 %)	3,861,810 reams (61 %)	5,865,844 reams (70 %)	2,145,996 reams	6,100,478 reams: 4 % increase

FY2014 Performance

At Fuji Xerox Singapore's office, employees reduced their paper usage by 1.08 % (12,669 sheets) between FY2013 and FY2014.

In FY2014, sales of FSC paper went up by 52 % as compared to FY2013, far above our target for the same period. The quantity of FSC paper sold in FY2014 represented 70 % of our total sold paper, an increase of 9 percentage points as compared to FY2013.

Goals and challenges

We will continue to optimise our paper-saving initiatives – including education of new staff – to achieve our target of 1 % paper usage reduction per year.

As we look confidently at our sales of FSC for FY2015, we have set our target to 104 % of the FY2014 performance. We also hope that the ratio of sold FSC paper over conventional paper will continue to grow despite the cost differential playing an important part in customer decision making. To help achieve this growth target, we will continue to inform our clients about the environmental benefits of switching to FSC paper.

Employment profile

	Performance FY2012	Performance FY2013	Performance FY2014	FY2014 Target	FY2015 Target
Total employees	813	872	854	-	-
Men : Women ratio in non managerial positions	66:34 (total = 713)	64:36 (total = 768)	63:37 (total = 741)	-	-
Men : Women ratio in managerial positions	60:40 (total = 100)	60:40 (total = 104)	63:37 (total = 113)	-	-
Average monthly staff turnover rate (national average is shown in brackets)	1.48 % (2.05 %)	1.38 % (2 %)	0.95 % (2 %)	-	-

FY2014 Performance

The percentage of women in managerial positions fell slightly during FY2014 due to a higher number of women resigning compared to the number of men.

Goals and challenges

Despite a competitive employment market, Fuji Xerox Singapore aims to maintain a lower than average staff turnover by offering a conducive working environment.

Employees engagement and training

The employee effectiveness indicator below is obtained from our annual Employee Engagement and Satisfaction Survey launched in FY2012.

	Performance FY2012	Performance FY2013	Performance FY2014	FY2014 Target	FY2015 Target
Employee effectiveness score	68 %	68.5 %	67.5 %	Singapore Country Norm: 63.5 %	-
Average training hours per employee	25 hours	18 hours	23 hours	22 hours	24 hours

FY2014 Performance

Despite a slight drop in FY2014, our employee effectiveness score remained above the country norm. This was due to increased developmental activities carried out through on-job-training as well as shorter but more frequent mass learning i.e. bite-size e-learning which encourages self-ownership of career development. The average number of training hours per employee was higher than for FY2013 and exceeded our FY2014 target.

Goals and challenges

We will continue to expand our e-learning platform to facilitate access to training resources as well as to enable learning “anytime, anywhere”.

Customer complaint response and resolution time

Complaint response time represents the time taken to contact the customer after the complaint was lodged and update the system on what happened. Resolution time is the subsequent number of days taken to provide a solution to the complaint.

	Performance FY2012	Performance FY2013	Performance FY2014	FY2014 Target	FY2015 Target
Percentage of complaints responded to within 48 hours ¹²	98.3 %	96.2 %	93.8 %	98.5 %	98.5 %
Percentage of issues resolved within 5 working days	97.5 %	97.7 %	97.5 %	97.2 %	97.2 %

FY2014 Performance

Our response time remained high but still fell slightly below our FY2014 target due to adjustment following a technical change in our support system. Our resolution time, while 0.2 % below the 2013 figure, exceeded our FY2014 target by 0.3 %. We believe this is a sign of the effectiveness of our efforts to inculcate the value of excellent service to our workforce through our internal communication platforms (online portal, mass emails and staff communication sessions).

Goals and challenges

For FY2015, we will keep our complaint response and resolution targets high and continue to encourage our staff to provide excellent customer support service. In order to meet these targets, we will share performance figures with managers during our CSR meetings and continue to use internal communications platforms to promote staff training.

¹² Inclusive of non-working hours, exclusive of public holidays. This criterion has been changed in September 2014.

Customer feedback

Compliments, complaints and satisfaction rates have been collected from the VOC (voice of customers) channels and the benchmarking survey.

	Performance FY2012	Performance FY2013	Performance FY2014	FY2014 Target	FY2015 Target
Customer compliments	675	1,402	2,295	-	-
Customer complaints	120	114	81	-	-
Compliments vs complaints ratio	5.6	12.3	28.3	-	-
Overall customer satisfaction	69 %	67 %	71 %	-	-
Customer loyalty	57 %	56 %	66 %	-	-

FY2014 Performance

We believe the continuous increase in customer compliments is due to improved employee understanding and expression of the Company's values inculcated through our P.A.T.H. training. It is also likely that our \$2 dollar contribution to Singapore Children's Society for every compliment received during our 'Doing Well, Doing Good' programme increased the motivation of our staff to provide better service.

Goals and challenges

Our objective is to achieve the highest customer satisfaction levels in Singapore. To ensure that customer concerns are heard and resolved, we will continuously work to improve communication channels between our customers and our support team.

Social contribution

Social contribution includes total spending by Fuji Xerox Singapore on local and regional community engagement initiatives and activities, including donations made by Fuji Xerox Singapore or by its employees. Volunteering hours are defined as the number of hours our volunteers spend at our charity events and include pre-activity set-up in some cases. Volunteering hours are inclusive of those of our vendors, partners and customers. Number of volunteers includes repeat participants.

	Performance FY2012	Performance FY2013	Performance FY2014	FY2014 Target	FY2015 Target
Social contribution	S\$52,059	S\$44,157	S\$33,323	-	-
Number of volunteers	474	518	489	-	-
Volunteering hours	1,562	1,757	982	-	-

FY2014 Performance

Fewer fundraising events were organised in FY2014 than in FY2013, which accounts for the drop in donations and volunteer hours. However, despite heavy work commitments, the number of volunteers during FY2014 was only slightly lower than for FY2013, and higher than the number for FY2012.

Goals and challenges

Fuji Xerox Singapore considers social contribution to be a key area for development, and is keen to boost the number of staff volunteering to participate in community projects. In FY2014, we explored the concept of Volun-Teaming, which encourages staff to incorporate volunteering into their regular team bonding activities.



GRI Content Index

'In accordance' – Core

(● = Full disclosure, ○ = Partial disclosure)

General Standard Disclosures

General Standard Disclosures ¹³			Page reference	ISO 26000 Clauses ¹⁴	UNGC Principles ¹⁵
STRATEGY AND ANALYSIS					
G4-1	Statement from the most senior decision-maker of the organisation	●	4	4.7; 6.2; 7.4.2	-
ORGANISATIONAL PROFILE					
G4-3	Name of the organisation	●	9	-	-
G4-4	Primary brands, products and services	●	9	-	-
G4-5	Location of the organisation's headquarters	●	9	-	-
G4-6	Number of countries where the organisation operates	●	9	-	-
G4-7	Nature of ownership and legal form	●	9	-	-
G4-8	Markets served	●	9	-	-
G4-9	Scale of the organisation	●	9	-	-
G4-10	Total number of employees by gender, employment contract, employment type and region	●	25	-	6
G4-11	Percentage of total employees covered by collective bargaining agreements	●	29	6.3.10	3
G4-12	Description of the organisation's supply chain	●	37	-	-
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	●	No changes	-	-
G4-14	Whether and how the precautionary approach or principle is addressed by the organisation	●	4, 11	-	-
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	●	7, 10	6.4.4	-
G4-16	Memberships of associations and national or international advocacy organisations	●	15, 23	-	-
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES					
G4-17	All entities included in the organisation's consolidated financial statements or equivalent documents and whether any of these entities is not covered by the report	●	7	-	-
G4-18	Process for defining the report content and the Aspect Boundaries	●	7, 11	5.2; 7.3	-
G4-19	Material Aspects identified in the process for defining report content	●	12	5.2; 7.3	-
G4-20	Aspect Boundary within the organisation for each material Aspect	●	7, 11	5.2; 7.3	-

¹³ Some descriptions of the standard disclosures have been adapted for ease of readability

¹⁴ ISO 26000 Clauses: Principles of social responsibility (4); Recognising social responsibility and engaging stakeholders (5); Guidance on social responsibility core subject (6); Governance (6.2), Human rights (6.3), Labour practices (6.4), The environment (6.5), Fair operating practices (6.6), Consumer issues (6.7), Community involvement and development (6.8); Guidance on integrating social responsibility throughout an organisation (7)

¹⁵ UNGC 10 Principles: Human rights (1,2), Labour (3,4,5,6), The environment (7,8,9), Anti-corruption (10)

General Standard Disclosures			Page reference	ISO 2600 Clauses	UNGC Principles
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES					
G4-21	Aspect Boundary outside the organisation for each material Aspect	●	7, 11	5.2; 7.3	-
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	●	No restatements	-	-
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	●	No changes	-	-
STAKEHOLDER ENGAGEMENT					
G4-24	Stakeholder groups engaged by the organisation	●	11	5.3	-
G4-25	Basis for identification and selection of stakeholders with whom to engage.	●	11	5.3.1	-
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	○	14	5.3.3	-
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded	○	12	5.3.3	-
REPORT PROFILE					
G4-28	Reporting period for information provided	●	7	-	-
G4-29	Date of most recent previous report	●	6	-	-
G4-30	Reporting cycle	●	6	7.5.3	-
G4-31	Contact point for questions regarding the report or its contents	●	7	7.5.3	-
G4-32	'In accordance' option the organisation has chosen. GRI Content Index and reference to the External Assurance Report, if the report has been externally assured	●	'In accordance - Core' ¹⁶	7.5.3, 7.6.2	-
G4-33	Policy and current practice with regard to seeking external assurance for the report	●	7	7.5.3, 7.6.2	-
GOVERNANCE					
G4-34	Governance structure of the organisation, including committees of the highest governance body	●	10	6.2	-
ETHICS AND INTEGRITY					
G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	●	9, 10	4.4; 6.6.3	10

⁸ We have not sought external assurance for this report. For this reason, the column 'External Assurance' of the GRI Content Index has been omitted.

Specific Standard Disclosures

Indicators			Page reference	ISO 26000 Clauses ¹⁷	UNGC Principles ¹⁸
ECONOMIC					
Material Aspect: Economic Performance					
G4-DMA	Disclosures on Management Approach	○	17, 28	6, 7.4	-
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	○	18	6.5.5	7
G4-EC3	Coverage of the organisation's defined benefit plan obligations.	●	28	6.8.7	-
Material Aspect: Market Presence					
G4-DMA	Disclosures on Management Approach	○	25	6	-
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	●	25	6.4.3; 6.8.1	6
Material Aspect: Indirect Economic Impacts					
G4-DMA	Disclosures on Management Approach	○	39	6, 7.4	-
G4-EC7	Development and impact of infrastructure investments and services supported.	○	40, 46	6.8.1; 6.8.9	-
Material Aspect: Procurement Practices					
G4-DMA	Disclosures on Management Approach	○	37	6	-
G4-EC9	Proportion of spending on locally-based suppliers at significant locations of operation	●	37	6.4.3; 6.8.1	-
ENVIRONMENTAL					
Material Aspect: Materials					
G4-DMA	Disclosures on Management Approach	●	17	6; 7.4; 7.7	-
G4-EN1	Materials used by weight or volume	○	43	6.5.4	7; 8
G4-EN2	Percentage of materials used that are recycled input materials	●	43	6.5.4	8
Material Aspect: Energy					
G4-DMA	Disclosures on Management Approach	●	17, 18	6; 7.4; 7.7	-
G4-EN3	Energy consumption within the organisation.	●	42	6.5.4	7; 8
G4-EN6	Reduction of energy consumption	●	20, 42	6.5.4; 6.5.5	8; 9
G4-EN7	Reduction of energy requirements of products and services.	○	21	6.5.4; 6.5.5	8; 9
Material Aspect: Emissions					
G4-DMA	Disclosures on Management Approach	●	18	6, 7.4; 7.7	-
G4-EN15	Direct greenhouse gas (GHG) emissions Scope 1	●	18, 42	6.5.5	7; 8
G4-EN16	Energy indirect greenhouse gas (GHG) emissions Scope 2	●	18, 42	6.5.5	7; 8
G4-EN19	Reduction of greenhouse gas (GHG) emissions	●	18, 42	6.5.5	8; 9

¹⁷ ISO 26000 Clauses: Principles of social responsibility (4); Recognising social responsibility and engaging stakeholders (5); Guidance on social responsibility core subject (6); Governance (6.2), Human rights (6.3), Labour practices (6.4), The environment (6.5), Fair operating practices (6.6), Consumer issues (6.7), Community involvement and development (6.8); Guidance on integrating social responsibility throughout an organisation (7)

¹⁸ UNGC 10 Principles: Human rights (1,2), Labour (3,4,5,6), The environment (7,8,9), Anti-corruption (10)

Indicators			Page reference	ISO 26000 Clauses	UNGC Principles
ENVIRONMENTAL					
Material Aspect: Effluents and Waste					
G4-DMA	Disclosures on Management Approach	●	17, 22	6; 7.4; 7.7	-
G4-EN23	Total weight of waste by type and disposal method	●	22, 43	6.5.3	8
Material Aspect: Products and Services					
G4-DMA	Disclosures on Management Approach	●	17, 21	6; 7.4; 7.7	-
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	○	21, 43	6.5.4; 6.5.5	7; 8; 9
Material Aspect: Compliance					
G4-DMA	Disclosures on Management Approach	●	10, 17	6; 7.4; 7.7	-
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	●	18	4.6	8
Material Aspect: Transport					
G4-DMA	Disclosures on Management Approach	●	20, 37	6; 7.4; 7.7	-
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce	●	20, 42	6.5.4	8
Material Aspect: Supplier Environmental Assessment					
G4-DMA	Disclosures on Management Approach	●	37	6; 7.4	-
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	●	37	6.6.6; 7.3.1	8
Material Aspect: Environmental Grievance Mechanisms					
G4-DMA	Disclosures on Management Approach	○	17	6; 7.4	-
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	●	18	6.3.6	8
LABOUR PRACTICES AND DECENT WORK					
Material Aspect: Employment					
G4-DMA	Disclosures on Management Approach	●	25	6; 7.4; 7.7	-
G4-LA1	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	●	25, 44	6.4.3	6
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	●	28	6.4.4	-
G4-LA3	Return to work and retention rates after parental leave, by gender.	●	28	6.4.4	6
Material Aspect: Occupational Health and Safety					
G4-DMA	Disclosures on Management Approach	●	28	6; 7.4; 7.7	-
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees	○	28	6.4.6	-
G4-LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	○	29	6.4.6; 6.8.8	-

Indicators			Page reference	ISO 2600 Clauses	UNGC Principles
LABOUR PRACTICES AND DECENT WORK					
Material Aspect: Training and Education					
G4-DMA	Disclosures on Management Approach	●	25, 27	6; 7.4; 7.7	-
G4-LA9	Average hours of training per year per employee	○	27, 45	6.4.7	6
G4-LA10	Programs or skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	●	See footnote ¹⁹	6.4.7	6
G4-LA11	Percentage of employees receiving regular performance and career development reviews	●	27	6.4.7	6
Material Aspect: Diversity and Equal Opportunity					
G4-DMA	Disclosures on Management Approach	●	25	6; 7.4; 7.7	-
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to indicators of diversity	●	25, 26	6.2.3; 6.4.3	6
Material Aspect: Supplier Assessment for Labour Practices					
G4-DMA	Disclosures on Management Approach	●	37	6; 7.4; 7.7	-
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	●	37	6.6.6; 7.3.1	-
HUMAN RIGHTS					
Material Aspect: Non-discrimination					
G4-DMA	Disclosures on Management Approach	●	10, 27	6; 7.4; 7.7	-
G4-HR3	Total number of incidents of discrimination and actions taken	●	None ²⁰	6.3.6; 6.3.7	6
SOCIETY					
Material Aspect: Local Communities					
G4-DMA	Disclosures on Management Approach	●	39	6; 7.4	-
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	●	39	6.8	1
Material Aspect: Anti-Corruption					
G4-DMA	Disclosures on Management Approach	●	10	6; 7.3; 7.4, 7.7	-
G4-SO4	Communication and training on anti-corruption policies and procedures	●	10	6.6.1; 6.6.3; 6.6.6	10
Material Aspect: Anti-Competitive Behaviour					
G4-DMA	Disclosures on Management Approach	○	10	6	-
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	●	None ²⁰	6.6.1; 6.6.5; 6.6.7	-
Material Aspect: Compliance					
G4-DMA	Disclosures on Management Approach	●	10	6; 7.4; 7.7	-
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	●	None ²⁰	4.6	-

¹⁹ We do not provide transitional assistance programmes to employees who are leaving the company or ending their career

²⁰ No incidents/complaints/legal actions/sanctions/fines during FY2014

Indicators			Page reference	ISO 2600 Clauses	UNGC Principles
PRODUCT RESPONSIBILITY					
Material Aspect: Customer Health and Safety					
G4-DMA	Disclosures on Management Approach	●	34	6; 7.4; 7.7	-
G4-PR1	Percentage of significant product or service categories for which health and safety impacts are assessed for improvement	●	34	6.7.1; 6.7.4; 6.8.8	-
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services	●	34	4.6; 6.7.1; 6.7.4; 6.8.8	-
Material Aspect: Product and Service Labelling					
G4-DMA	Disclosures on Management Approach	○	31	6; 7.4; 7.7	-
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling	●	22	6.7.2; 6.7.3; 6.7.4; 6.7.5	-
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	●	None ²⁰	4.6; 6.7.3; 6.7.4; 6.7.9	-
G4-PR5	Results of survey measuring customer satisfaction	●	33, 46	6.7.6	-
Material Aspect: Marketing Communications					
G4-DMA	Disclosures on Management Approach	○	31	6	-
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications	●	None ²⁰	4.6	-
Material Aspect: Customer Privacy					
G4-DMA	Disclosures on Management Approach	●	35	6; 7.3; 7.4; 7.7	-
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	●	None ²⁰	6.7.1; 6.7.7	-
Material Aspect: Compliance					
G4-DMA	Disclosures on Management Approach	○	10, 31	6	-
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	●	None ²⁰	4.6; 6.7.1; 6.7.6	-



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