

# Fujitsu's ESG Initiatives

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## Activities for promoting diversity & inclusion

Fujitsu Limited  
Corporate Executive Officer  
Deputy CTO  
VP, Vice Head of Global Human Resources  
Head of Diversity Promotion Office

**Yumiko Kajiwara**

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# Direction of Diversity and Inclusion

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# FUJITSU Way

Corporate Vision

Through our constant pursuit of innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world.

Corporate Values

What we strive for :

- Society and Environment
- Profit and Growth
- Shareholders and Investors
- Global Perspective

What we value:

- Employees**
- Customers
- Business Partners
- Technology
- Quality

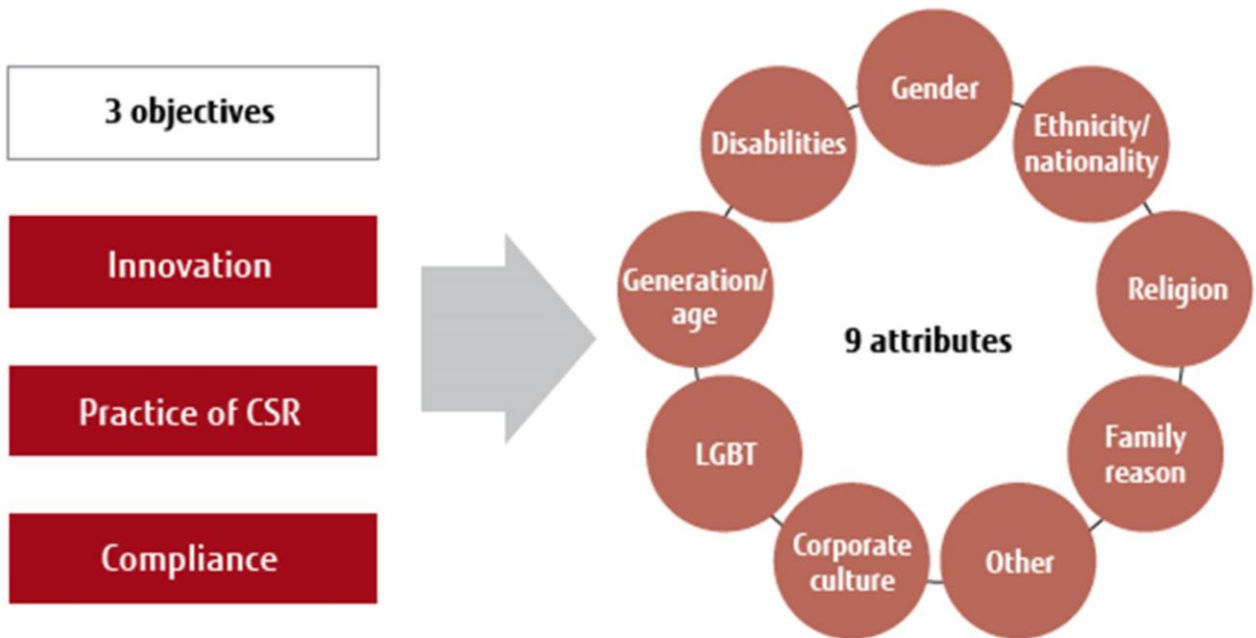
**We respect diversity and support individual growth**

**Principles  
Code of Conduct**

The Fujitsu Group expresses the Group's vision and values with the FUJITSU WAY.

The Corporate Values regarding employees state that "We respect diversity and support individual growth," and at Fujitsu, it is upon these values that we promote diversity.

# Direction of Fujitsu group D&I



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The Fujitsu Group defined its policies on diversity and inclusion in 2014, and has conducted activities to promote them globally.

The objectives of promoting diversity and inclusion are to:

1. Generate innovation;
2. Practice CSR
3. Ensure compliance

And, with a focus on nine attributes, including gender, ethnicity/nationality, and disability, our initiatives contribute to improved corporate competitiveness.

With regard to the promotion of diversity and inclusion, the degree of their prevalence in local laws and cultures, in historical backgrounds, and in society varies greatly according to country and region.

This is why the Group has defined priorities for each region based on this policy, and then carries out activities.

We work with our customers to tackle various societal challenges and aim to contribute to the sustainable growth of a network society, positioning the advancement of diversity as an important element in solving the problems afflicting society, starting with achievement of the SDGs.

# Global D&I promotion activities

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# Women's Empowerment Principles (WEPs)

- ◆ Led by : UN Global Compact·UN Women
- ◆ Establishment purpose : To inspire and intensify the efforts to bring women in at all levels, contribute to the sustainable development of corporations and societies.



## The Principles

1. **Establish high-level corporate leadership for gender equality**
2. **Treat all women and men fairly at work - respect and support human rights and nondiscrimination**
3. **Ensure the health, safety and well-being of all women and men workers**
4. **Promote education, training and professional development for women**
5. **Implement enterprise development, supply chain and marketing practices that empower women**
6. **Promote equality through community initiatives and advocacy**
7. **Measure and publicly report on progress to achieve gender equality**

- ◆ Supported by : 1,937 companies

**Global** : Accenture, Microsoft, Nestlé, Novo Nordisk, PepsiCo, SAP, Unilever, etc.  
**Japan** : ANA, Honda, Ricoh, Shiseido, Sharp, Sumitomo Chemical, etc.

In this context, Fujitsu carries out common activities globally to achieve solidarity and synergies across the Group.

One such initiative is Fujitsu's signing of the Women's Empowerment Principles (WEPs).

Formulated by the UN, WEPs consist of seven principles to help women fully participate in their chosen field, and close to 2,000 organizations have announced their adoption.

Fujitsu has announced its commitment to these principles, and, throughout the Group, has clarified its determination to further empower women.



# Partnership with NYAS

## The New York Academy of Sciences (NYAS)

NYAS is an independent nonprofit organization aiming at solving social problems through innovation by promoting scientific research as well as education and policy, while committing to the progress of the society, technology, and science of the world.

## 1000 Girls, 1000 Futures

1000 GIRLS  
1000 FUTURES

- Mentors will be paired with girls one-on-one to support their progress of the curriculum.
- Female engineers from different companies will mentor female students aged 13 to 19 from around the world.

## Fujitsu was the first company in Japan to sponsor this program

A total of 28 female employees from across all the regions will be mentors.

| Americas | EMEIA | Oceania | GDC | Japan | Total |
|----------|-------|---------|-----|-------|-------|
| 5        | 5     | 5       | 7   | 6     | 28    |

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In line with signing on to WEPs, Fujitsu was the first Japanese company to join the New York Academy of Sciences' program for supporting female students, to foster female talent in the STEM fields—a challenge within the promotion of women's empowerment.

Through the program, "1,000 Girls, 1000 Futures," organizations select female scientists and engineers to be paired with female students around the world to act as one-on-one mentors and offer career advice.

This year, Fujitsu has chosen 28 engineers from different regions to act as mentors and is providing them with support.

# Support for the UN LGBTI Standards of Conduct for Business

- This standard was prepared by the UN after consultation with companies around the world. In June, Fujitsu was the first Japanese company to announce support for this standard.

Companies should...



## RESPECT HUMAN RIGHTS

of LGBTI workers, customers and community members



## ELIMINATE DISCRIMINATION

against LGBTI employees in the workplace



## SUPPORT LGBTI STAFF

at work



## NOT DISCRIMINATE

against LGBTI customers, suppliers and distributors—and insist that business partners do the same



## STAND UP FOR HUMAN RIGHTS

of LGBTI people in the communities where they do business



UNITED NATIONS  
HUMAN RIGHTS  
OFFICE OF THE HIGH COMMISSIONER

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In addition to promoting women's empowerment, Fujitsu is strengthening initiatives laterally across regions for different attributes as well.

In June of this year, Fujitsu became the first company in Japan to announce support for the UN LGBTI Business Standards.

The standard—supported by more than 100 corporations around the world, primarily global corporations—was introduced in response to the increased recognition of the role of companies in eliminating discrimination in the near future and promoting diversity.

Fujitsu has received positive feedback internally and externally since its declaration of support, and comments from employees stating that they feel very proud and encouraged provide us with further motivation.



## Promotion of D&I in Japan

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Having looked at the initiatives we are promoting globally, I would now like to introduce the activities we are carrying out in the Japan region.

# Key Examples of Specific Measures in Japan

## Support for individual empowerment

Seminar to support career development

Female leader development program

Career Workshop for female employees

Networking event for child-rearing employees

Seminar for managers who have child-rearing staff

Seminar on balancing work and family care

Networking event (Disabled person / Non-Japanese, etc.)

LGBT-Ally meeting  
Companywide diversity promotion forum  
Top Message Surveys concerning diversity  
e-Learning

## Workstyle transformation

Telework

Workstyle transformation seminar

Management training in the workplace

## Reformation of organizational culture

This slide plots the key measures we are advancing in the Japan region.

In Japan, the Diversity Promotion Office was established in 2008. Efforts targeting the nine attributes are carried out based on the three key activities of transforming our corporate culture, supporting individual achievement, and transforming work styles.

Since beginning D&I promotion, the company has targeted a wide range of attributes—not only female empowerment—with the goal of achieving real diversity and inclusion.

## Evaluation from outside the company

### Platinum-Kurumin (FY2015)

We received special certification from the Minister of Health, Labor and Welfare, as a company supporting child care.



### Nadeshiko Brand (FY2015)

We were selected as a "Nadeshiko Brand" from the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, as a company actively promoting women's success.



### L-boshi (Third Stage) (FY2016)

We were certified by the Minister of Health, Labor and Welfare, as prescribed by the Act on Promotion of Female Activities, as a company with excellent conditions for women's promotion and success.



### PRIDE Index Gold award (FY2016・2017)

From Work With Pride, we received a gold award as the first Japanese company that satisfies all indicators concerning 'PRIDE Index', which evaluates companies' efforts related to LGBT.

**Fujitsu won first prize in the "ranking company that**

**women can work comfortably" published by Toyo Keizai (FY2017)**

**Fujitsu won the "18<sup>th</sup> Telework Promotion Award" by Japan Telework Association (FY2017)**



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The progress we have made across the range of our activities has earned a variety of accolades from those outside of the Company.

# Priority initiatives in FY2018

① **Reforming the organizational culture to promote innovation**

② **Further expansion of pipeline for producing female leaders**

③ **Efforts to realize diverse workstyles**

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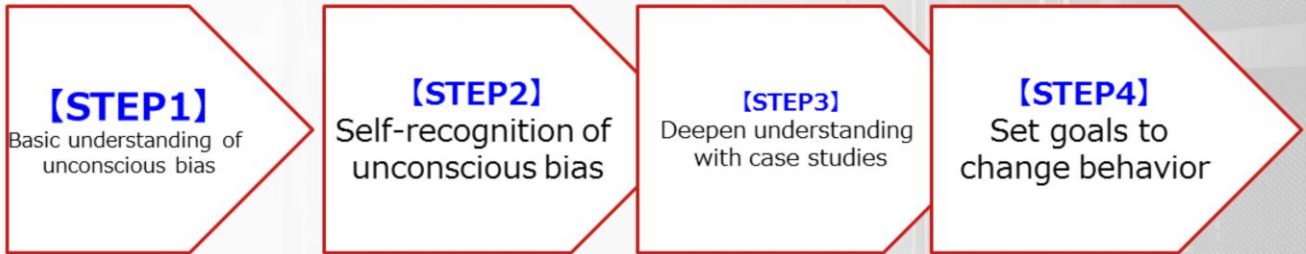
To further advance diversity and inclusion during fiscal 2018, we are implementing measures for the following three priority initiatives:

1. Creating a corporate culture to promote innovation;
2. Expanding our pipeline for producing female leaders; and
3. Initiatives to achieve diverse ways of working

# ① Transforming the organizational culture : Unconscious Bias training

## New development of e-learning program

Contents tailored to the needs of the Japanese society



**Planned to be available for 100,000 employees in Japan**

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First, for creating a corporate culture to promote innovation, Fujitsu is implementing "unconscious bias" training. Specifically, we are developing an e-learning program for all employees, with plans to release it in the fourth quarter of this fiscal year.

Unconscious bias is taken up as a common training theme for the promotion of diversity and inclusion and the establishment of good office management, with case studies on race-related unconscious biases used overseas.

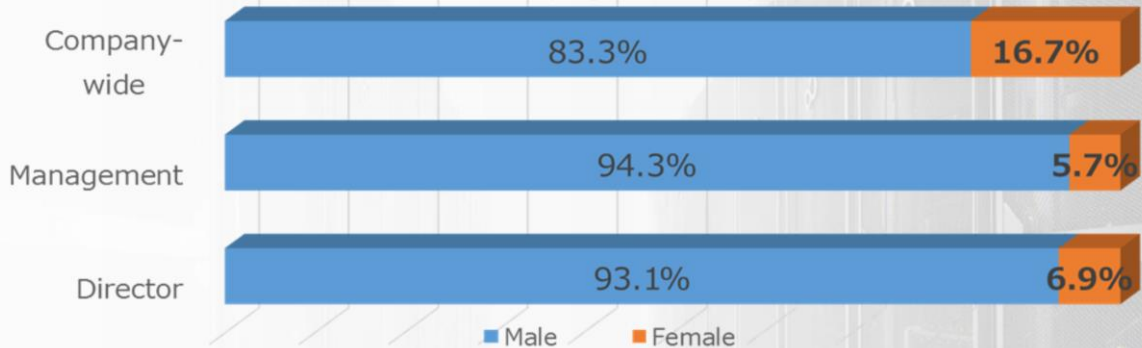
Fujitsu, by developing its own program that reflects conditions in Japan, aims to promote a high level of understanding. Awareness of the concept of unconscious bias is still not that high in Japan, so we plan to transform the behavior of each employee and the culture of the organization to which they belong through a four-step e-learning approach.

1. Basic understanding of unconscious bias
2. Self-awareness of unconscious bias
3. Deeper understanding via case studies
4. Personal goal setting to transform behavior

Fujitsu plans to roll out the training program to Group companies from fiscal 2019, with plans to reach the 100,000 Group employees in Japan.

## ② Producing female leaders : Male-Female Ratio of Employees

(Regular employees of Fujitsu as of March 20, 2018)



(Reference) Male-female ratio in hires of new graduates



\*"Directors" includes outside directors and Corporate Executive Officers

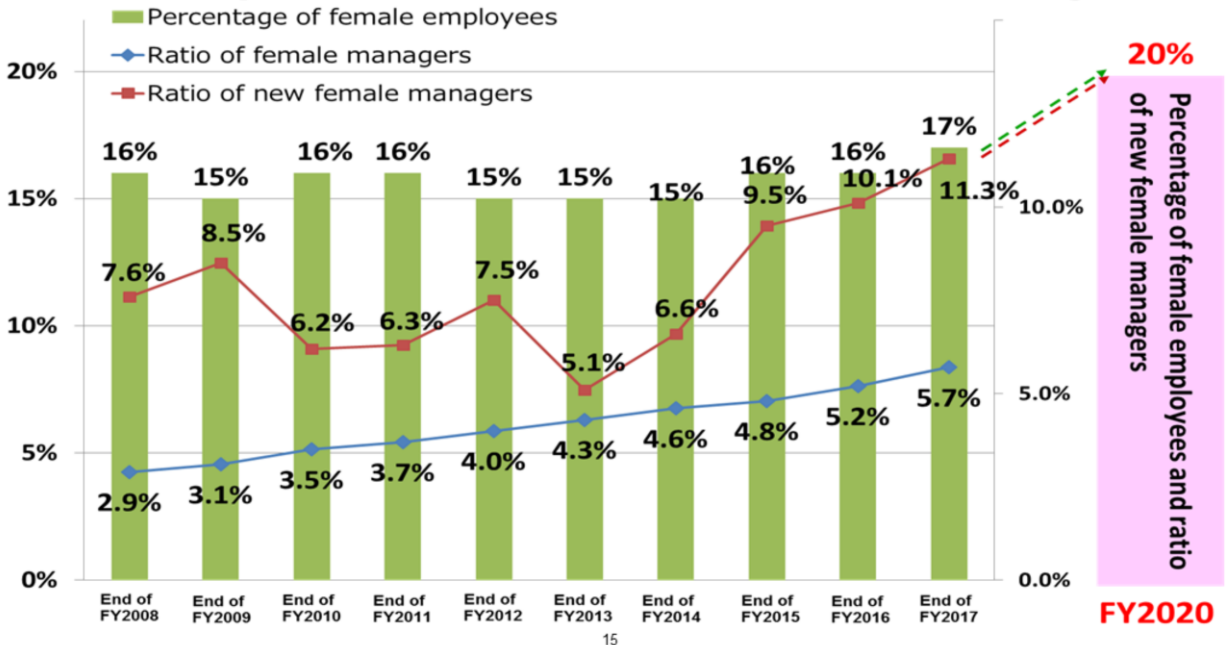
Next, in order to explain our second priority initiative, turning out more female leaders, I would like to introduce some data on the gender ratio within Fujitsu Limited.

Women account for 16.7% of Fujitsu Limited's workforce, making up 5.7% of management positions, and 6.9% of senior executives and directors, including external directors.

Among new university graduates, the ratio of women hired has been increasing in recent years, standing now at about 30%.



## ② Producing female leaders : Women empowerment status and numerical goals



This slide illustrates the numerical changes in the percentage of women over the past 10 years.

Green bar graph: percentage of female employees

Blue line graph: percentage of female management

Although only little by little, the ratio has approximately doubled in 10 years

Red line graph: percentage of women newly assigned to management

The ratio has been increasing since 2013, reaching 11.3% in FY 2017.

As a numerical target relating to the empowerment of women, Fujitsu has stated its goals of women making up 20% of its workforce and new management positions by 2020, and is carrying out various measures to achieve these goals.

## ② Producing female leaders : Specific measures to promote female employees

### Female leader development program

This program aims to support and develop women to have successful careers and participants are selected from all divisions. The intention is that participants will develop their leadership skills so that they will have the potential to become executives in the future.

#### Basics (Off-JT)

- ◆ Group training
- ◆ Team activities/mentoring

#### Workplace practice (OJT)

- ◆ Program supported by their manager
- ◆ Shadowing other division's business leaders

※From FY2017, we will further accelerate the promotion of female employees by increasing the number of participants by 1.5 times

About 400 people cumulatively took this program/  
60% of graduates have been promoted

I will now introduce the specific measures we are taking. At Fujitsu, the pillar of our efforts to promote female advancement is the Female Leader Development Program, which we have been running since 2011.

Leading female employees are chosen from each division to receive about six months of training, which involves projects such as supplemental work experience—which is commonly said to be lacking in cases—mindset transformation, and networking with role models in the form of female managers acting as mentors.

From fiscal 2017, the number of spaces was increased by 1.5 times to expand the pipeline to produce female leaders. The program is being carried out again this year.

As a result of this initiative, approximately 60% of participants have obtained promotions.

And, 70% of participants from the first round have been promoted.

## ② Producing female leaders : Measures for managers

### Management training

Through this program, we review our management on a regular basis in order to improve. With interactive discussions on best practices and specific cases, we confirm the keys to successful management.

#### Main contents

Introduction to workplace management, Workstyle transformation, **Diversity**, Evaluation and human resource development, Mental health, Compliance, etc.

#### D&I theme

- ◆ Management to reduce working hours
- ◆ Improving turnover rate among young female employees

**The third phase of training is almost completed.**  
(The first phase : FY2007, the second phase : FY2011)

In addition to initiatives aimed at female employees, Fujitsu carries out programs for their supervising managers.

Managers are extremely influential in promoting the advancement of female employees.

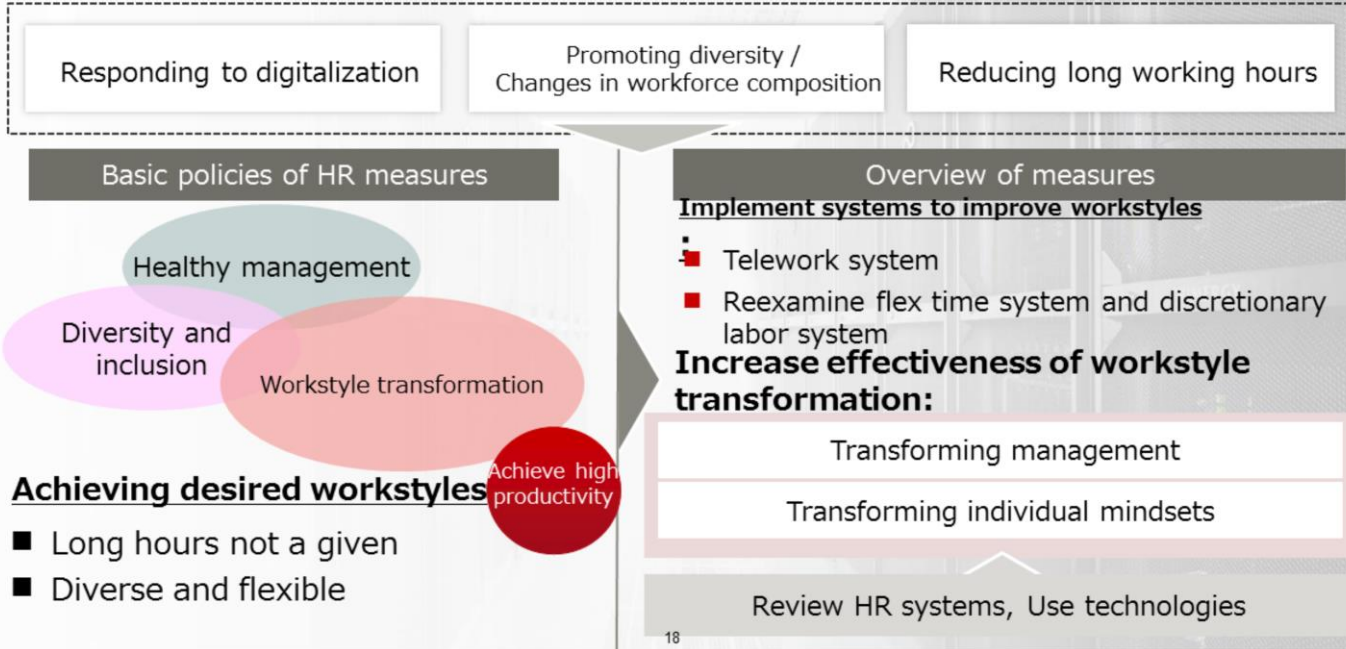
At Fujitsu, we implement management training for our roughly 5,000 managers with the purpose of regularly brushing up management skills.

The first round of this measure was conducted in 2007, the second round in 2011, and the third round is nearing completion.

In the third round, themes on diversity look at how to manage employees with time restrictions and how to prevent young female employees from quitting, with discussions on specific actions that should be taken by management.

In addition, our development programs, starting with the Female Leader Development Program that I mentioned earlier, are designed to include the involvement of the participant's supervisor to maximize effectiveness.

### ③ Efforts to achieve diverse workstyles: Overview of Fujitsu's Workstyle Transformation



The third priority initiative is “Initiatives to achieve diverse ways of working.”

In response to an environmental shift, including advancing digitalization, increased diversity, changes in the composition of the workforce, and stronger labor laws, Fujitsu is promoting workstyle transformation.

Workstyle transformation is not only a priority initiative for promoting diversity, it is also an important point as a human resources measure.

This measure is not simply for reducing overtime work, but by changing to styles of work that are flexible, diverse, and that do not presuppose long working hours, we aim to achieve high productivity through a transformation of the nature of work.

### ③ Efforts to achieve diverse workstyles: Characteristics of Measures (A Three-Pronged Initiative)



Promoting with three prongs: systems and rules, ICT and facilities, and mindset transformation

Workstyle transformation at Fujitsu in 2010 is comprised of three pillars, namely, systems and rules, ICT and facilities, and the changing of awareness. Fujitsu moves forward on these three in a unified manner.

To ensure the effectiveness of workstyle transformation, however, it is insufficient to address only systems and rules, and ICT and facilities. We believe in the importance of workstyle transformation by changing the mindset of each employee.

To that end, we have been advancing the three prongs—systems and rules, ICT and facilities, and mindset transformation—as a single measure.

In terms of systems and rules, from 2017 we have opened the telework system to the entire company, we have implemented the mandatory use of annual paid vacation, and we have opened daycare facilities within company grounds. For ICT and facilities, we have provided ICT tools that allow employees to monitor their hours worked regardless of location, and have encouraged employees to make use of external satellite offices.

In regard to mindset transformation, we have held workshops in each worksite to foster a culture in which employees understand how the initiatives affect them, through discussions on their desired future state and ideal workstyle.

### ③ Efforts to achieve diverse workstyles: Results of Workstyle Transformation

① Creation of environment that enables diverse and flexible workstyles is steadily proceeding. Especially, employees with small children or caring for elderly parents can now thrive in their work.

② The awareness of time has increased, reducing unnecessary overtime work.

③ More business units are participating as leaders take initiative to accelerate workstyle transformation.

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I would now like to raise specific results of workstyle transformation.

The first is the support we have been able to provide employees who have limited time.

The utilization rate of telework by employees with childrearing or nursing care responsibilities greatly exceeds that of other employees, signifying to us that diverse and flexible workstyles are being achieved.

Accordingly, in the results of the employee awareness survey that we conduct every year, the numbers regarding the convenience of using systems and the ability to strike a work-life balance have seen a large improvement.

Second, unnecessary overtime work has been reduced.

In fiscal 2017, the amount of overtime worked decreased by about 14% compared to the previous year.

As I mentioned, reducing overtime was not an objective of workstyle transformation, but we think that the result of various measures, including the addition of “time awareness” as an evaluation item and a new overtime application system using ICT, has brought about a large reduction.

Third, the number of participating business units is increasing as leaders take the initiative.

We have found that units that approach initiatives enthusiastically, such as when division heads actively solicit and accept the opinions and requests of young employees, are making big changes in the ways people work.

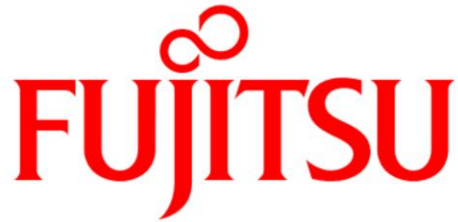
Fujitsu operates a variety of business segments—all of which have different environments and requirements. We believe that by having each business unit implement the measures that fit them best, rather than taking a uniform approach, we can generate better results.

# Tokyo Olympic and Paralympic Games

- Through its activities with the All Japan Business Committee, Fujitsu aims to create momentum toward the 2019 Rugby World Cup and Tokyo 2020 Games, as well as create a society in which all people, including the disabled, the elderly, and foreigners, can participate without feeling physical or emotional barriers.



As well as generating positive results for Fujitsu internally, we are supporting customers' workstyle transformations. In fiscal 2017, we achieved some results in the workstyle transformation business that was based on our internal deployments.



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Concluding today's presentation, I would like to say that promoting diversity and inclusion is done with the aim of building an environment where you can work with peace of mind and is a shared principal of the SDG's "No one will be left behind" ideal.

This is necessary to elicit the outstanding performance of employees. Going forward, Fujitsu will continue to promote diversity and inclusion, which are the foundation of innovation, as a company that respects human rights.

This approach also serves as a first step in achieving one of the themes of the Tokyo 2020 Tokyo Olympic Games - "Unity in Diversity" - of which Fujitsu is a domestic sponsor.

Together with its various stakeholders, Fujitsu will promote diversity and inclusion as an important measure of its Management Direction, and contribute to a sustainable society that embraces diversity.



## Cautionary Statement

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- Macro-economic environments and market trends in the principle geographic markets for Fujitsu's services and products, which are Japan, EMEA, the Americas, Asia, Oceania and elsewhere, particularly such conditions that may effect customers' IT spending;
- Rapid technological change, fluctuations in customer demand and intensifying price competition in IT, telecommunications, and electronic device markets in which Fujitsu competes;
- Fujitsu's ability to dispose of non-core businesses and related assets through strategic alliances and sales on commercially reasonable terms, and the impact of losses which may result from such transactions;
- Uncertainties as to Fujitsu's access to, or protection for, certain intellectual property rights;
- Uncertainty as to the performance of Fujitsu's strategic business partners;
- Declines in the market prices of Japanese and foreign equity securities held by Fujitsu which could cause Fujitsu to recognize significant losses in the value of its holdings and require Fujitsu to make significant additional contributions to its pension funds in order to make up shortfalls in minimum reserve requirements resulting from such declines;
- Poor operating results, inability to obtain financing on commercially reasonable terms, insolvency or bankruptcy of Fujitsu's customers, or any such factor that could adversely impact or preclude these customers' ability to timely pay accounts receivables owed to Fujitsu; and
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