



8. Diversity and inclusion

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We believe in the power of human difference to create a better future in a digital and diverse world. As technology plays a more important role than ever, we put people at the centre of everything we do.

Our diversity and inclusion policy covers five key areas to help us foster an equal and innovative culture: gender; culture and reconciliation; generational; LGBT+; and disability.

Fujitsu has established a Diversity and Inclusion Council, chaired by the CEO. The Council plays a key role in driving strategies and initiatives which have been identified by the Diversity Working Groups. The Council and Working Groups are committed to making Fujitsu a place where the richness of ideas, backgrounds, and perspectives of its people can be harnessed for the best for both our employees and our customers.

27 staff members joined one of our five Working Groups. This approach is overseen by our Diversity and Inclusion Council that meets quarterly. The intention of the Working Groups is to develop initiatives, events and activities that will lead to increasing and celebrating diversity.

Gender

We will build an inclusive culture that empowers women and harnesses their strengths to create innovative customer solutions.

At Fujitsu, we recognise the importance of diversity and inclusion to the workplace, with gender being one of our key pillars for change. The Diversity and Inclusion Council and the Gender Working Group are continuously developing initiatives and activities that will result in greater awareness and celebration of gender diversity in Fujitsu and the wider IT industry.

On International Women's Day in March 2018, we celebrated by holding events in Sydney and Melbourne. We also profiled women of Fujitsu who shared their thoughts on gender diversity in the workplace, drawing on their personal experiences. Across several Fujitsu locations, we also raised awareness of this year's theme, #PressForProgress, by distributing stickers to wear for the day. Fujitsu colleagues were asked to identify with one of the commitments for change: maintain a gender parity mindset; challenge stereotypes and bias; forge positive visibility of women; influence others' beliefs/actions; and celebrate women's achievements.



Left to right: Caroline Flatley, Vice President Human Resources, Megan Keleher, Vice President of Strategy & Marketing and Scott Mortimer, Vice President Legal & Compliance.

Table 5: Employee numbers by gender 2017-2018

Country/ business unit	Employee count 2017	% Female 2017	% Male 2017	Return to work after parental leave
Au total	2,592	21%	79%	100%
NZ total	555	21%	79%	96%
FAST	41	24%	76%	n/a
Region total	3,188	22%	78%	



Members of our 2017 Fujitsu Graduate Cohort at Head Office.

In terms of gender diversity of our senior team, four of the 11 Senior Leadership Team members are women (36 per cent).

We believe there must be a collective effort to encourage more women into the IT industry, where they can enjoy rewarding, creative, and flexible careers. Since 2016, our CEO Mike Foster has been a member of the STEM Male Champions of Change Group.

In addition to this we became members of Females in Information Technology (FITT), an industry association whose aim is to create a voice for women in ICT and drive gender diversity across the sector. Fujitsu has been a silver sponsor since 2015, which means that we provide mentoring opportunities for our staff within the extended FITT community.

Fujitsu has begun to review all policies that may be perpetuating these barriers and inequalities. As such, this year we:

- simplified our flexible working policy which saw a positive response

- created the Domestic and Family Violence Policy which allows up to 10 days paid leave
- increased parental leave to 14 weeks, or 28 weeks at half pay for the primary carer and five days for the secondary carer in Australia
- held Women in Super sessions in November 2016, helping female staff to plan for their financial future
- ran focus groups on the barriers facing women in the workplace to inform our plans for future improvements.

The Workplace Gender Equality Agency is an Australian Government statutory agency created by the Workplace Gender Equality Act 2012. Fujitsu reports against a set of standardised gender equality indicators (GEIs). Fujitsu was required to prepare a report for the Workplace Gender Equality Agency and Fujitsu's workplace profile is also disclosed on the WGEA website.

Culture and reconciliation

Through our Reconciliation Action Plan (RAP), Fujitsu aims to create sustainable opportunities for Aboriginal and Torres Strait Islander people in our communities, business, and supply chain.

Digital technology is transforming business, society, and everyday life. By partnering with Aboriginal and Torres Strait Islander people, businesses, and communities, we can help to shape a tomorrow in which Indigenous and non-Indigenous Australians share in an equitable, just, prosperous, and rewarding future.

In this spirit, we launched our first Reflect RAP in February 2018. It is a milestone in Fujitsu's diversity and inclusion journey and an important step for our contribution towards reconciliation in Australia.

The RAP is Fujitsu's 12-month plan to create sustainable opportunities for Aboriginal and Torres Strait Islander people, focusing on four key areas: relationships; respect; opportunities; and reporting. Many of the activities listed in the RAP are underway. Last year we included six new Indigenous-owned businesses into our supply chain and incorporated an Indigenous recruitment agency on our recruitment panel to increase the number of Indigenous and Torres Strait Islander candidates.

Once the RAP reflect is objectives are achieved, we will launch Innovate RAP, a two-year plan with an increased level of ambition.



Left to right: CEO, Mike Foster, Auntie Julie Janson (Darug Elder), Supply Nation Deputy CEO Jason Timor, MP for Bennelong John Alexander OAM.



Fujitsu's RAP uses graphic elements from "River Runs Deep" by Sharon Smith.

Sharon Smith is an Aboriginal artist from the Wiradjuri Nation, whose paintings thematically express her heritage and culture and work as an affirmation of her identity. Through her depictions of landscapes, trees and animals, Sharon explores a personal connection with her people's age-old relationship to the earth.

Generational

Our ambition is to be a global leader in workplace diversity by building a culture of inclusion which embraces opportunities for a multi-generational workforce.

Globally, the workforce is aging as people are living and working longer than ever before.

In terms of generational diversity, the average age of our employees is 44. Fujitsu is committed to the future success and growth of our organisation by attracting, developing, and retaining talent across the generations. In addition, our aim is to attract and develop a new generation of talent, recruiting 45 graduates in FY17/18 with plans for a further 80 graduates in FY18/19. Our vision is to create an employee experience that embraces diversity, inclusion, and belonging. We will do this by integrating diversity and inclusion into every aspect of our business to improve performance.

LGBT+

We promote respect for people and equal opportunities for all.

Our focus this year has been on ensuring that Fujitsu's processes and documentation adequately reflect LGBT+ considerations. Our non-gendered dress code was refreshed recently to be less prescriptive and more flexible to empower staff to use their best judgement, trusting employees to dress appropriately for their work environment. Additionally, Fujitsu is committed to reviewing and changing our policies to embrace LGBT+ employees and to ensure that benefits policies (superannuation, travel relocation, health care etc.) explicitly include same-sex partners/families.

Disability

We are committed to developing a diverse and enabled workforce from the widest talent pools.

Our focus has been on ensuring our policies are fit for the modern workplace and prominent so that people are aware of what is available to them. The policies include: disabled parking; seating arrangements; building accessibility; and flexible working arrangements (e.g. working from home). Our buildings have been fitted to modern standards that cater for employees who require adjustments. This includes provision of adjustable-height desks, provision of accessible parking spaces, and compliance with appropriate building access regulations.

A key milestone in Fujitsu's diversity and inclusion journey was the launch of our first Reflect RAP.

People and culture

Fujitsu's Oceania employee engagement strategy includes these guiding principles:

- putting the employee at the centre of everything we do
- trusting the employee to do the right thing
- training, supporting, and empowering managers to lead and grow high-performing teams
- building a culture of continuous learning that will provide opportunities for personal development
- creating an environment where employees contribute and innovate in a culture that celebrates diversity and promotes inclusion
- recognising and rewarding talent and celebrating the contribution of employees
- ensuring there is no compromise on health and safety.

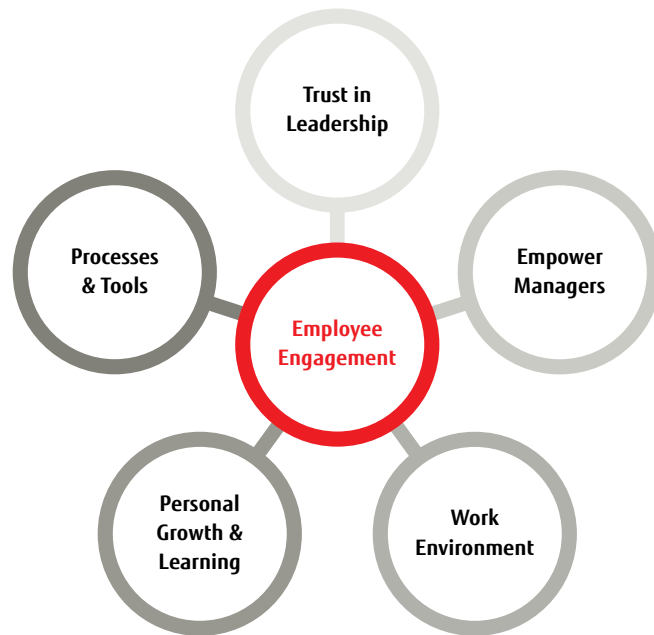
**4 OF OUR 11
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FEMALE**

One of a number of ways of measuring employee engagement is the 'One Fujitsu' employee engagement survey, which is conducted annually across all Fujitsu regions including ANZ. The 2017 results indicated an engagement score of 54 per cent, flat year on year.

Photo: Macquaire Park Head Office agile workspaces.



Based on employee feedback our engagement priorities this year are:



Key highlights are:

Fujitsu has partnered with the Gallup organisation and made a significant investment in building manager capability and empowering managers, rolling out the Leading High Performing Teams Workshops to 300+ people managers. In addition to the workshop for managers, more than 90 per cent of staff have been provided with the opportunity to complete a strengths assessment for their personal growth and learning.

The Gallup Q12 tool has also let managers pulse-check employee engagement throughout the year, providing our leaders with the tools to drive a positive change in culture, centring on how we apply and build on our strengths as individuals and in our teams.

To increase trust in leadership, in February 2017, we launched the CEO Manager Conversation, providing a monthly Q&A opportunity with the CEO and members of the executive leadership team on topics critical to support line managers.

In addition, approximately 180 managers participated in the Australia and New Zealand Business Transformation Workshops held in the Hunter Valley in April 2017, on the Gold Coast in October 2017, and in Canberra in April 2018. These have been key events in our transformation journey, engaging our leaders in thought-provoking dialogue and receiving constructive feedback.

These initiatives are part of a number of ways we have committed to more frequent and local communication across the company.

Diversity future challenges

Gender:

- Work on plans to retain and attract a greater age range and increase gender diversity by rolling out unconscious bias training for all hiring managers.
- Explore additional flexible working initiatives such as piloting a compressed working week.
- Create opportunities and initiatives to attract more female candidates into the application process. Identify the baseline and success measurements.

Culture:

- Create pipelines and opportunities for Indigenous employment in our organisation.
- Continue to increase the number of Indigenous-owned businesses in our supply chain.

LGBT+:

- Fujitsu intends to join the Pride in Diversity program in FY18/19. Pride in Diversity is the national, not-for-profit employer support program for LGBTQI workplace inclusion specialising in HR, organisational change, and workplace diversity.