**Priority 3** 

# Embracing Diversity and Inclusion Environment to the Next Generation

The Fujitsu Group wants each employee to grow in step with the development of the organization itself, and we embrace and leverage diverse human resources to this end.

Our goal is to create a climate where employees respect each other, put their unique added value into play, and form new knowledge and skills through open discussions from multiple perspectives.



Fujitsu Group Sustainability Report 2012

#### **Diversity and Inclusion**

#### **Embracing Diversity and Inclusion**

Based on the statement "We respect diversity and support individual growth" in the Corporate Values of the Fujitsu Way, in 2008 we set up the Diversity Promotion Office as an organization to promote respect for diversity throughout Fujitsu.

The Diversity Promotion Office's vision for Fujitsu is:

- Improving individual growth and job satisfaction

  That all employees will have mutual respect for one another, that each will demonstrate their own personal added value, and that everyone will contribute to the organization.
- Improving corporate competitiveness and growth

  That we will continue to create new knowledge and technologies through free and active discussions from a variety of viewpoints.

With these two objectives in mind, we are aiming to create workplaces where people can work energetically, create new value, realize coexistence and mutual prosperity with society, and develop Fujitsu into an even better company.

#### FY 2011 Overview and Key Issues

In FY 2011, we entered the "understanding and practice" phase of diversity promotion activities. Fujitsu positions diversity as a management imperative, and pursues ongoing and wide-ranging initiatives. For instance, we held a companywide Diversity Promotion Forum where the president gave a keynote speech and panel discussions between four vice presidents and experts were held. We also took three new steps in FY 2011, inspired by what we have learned so far from companywide e-learning and various other activities, including working group on diversity.



Diversity Promotion Office Noriko Shiono, General Manager

The first was diversity promotion in the workplace. This saw the selection of managers (around 150) for this purpose at the business unit level, with several presentations and study sessions sponsored to support promotion activities in their workplaces.

The second was to initiate positive action to achieve the numerical targets set for 2020 with respect to active participation by female employees. This included selective training for female employees and other activities.



Company-wide diversity promotion forum

The third was to expand the promotion of diversity efforts to Fujitsu Group companies in Japan.

This entailed presentations and other meetings held specifically for Group companies, along with the sharing of Fujitsu's approach to diversity promotion and its vision in this area. Group companies assessed current diversity promotion status, analyzed the issues identified, and moved to implement needed measures.

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From FY 2012, we intend to continue efforts to gain a better view of the situation in the workplace, as we vigorously pursue promotion activities

#### **Diversity Targets and Results**

|   | Period   | Target  | Key Measures   |
|---|--|---|--|
| 1 | 2008-2010:<br>Awareness and<br>Understanding           | Foster awareness and understanding of diversity<br>promotion among all corporate officers and<br>employees  | Conduct surveys of employee awareness of diversity     Implement e-learning programs, build human networks for female, disabled, and foreign employees   |
| 2 | 2011-2013:<br>Understanding<br>and Practice            | <ul> <li>Promote workplace diversity</li> <li>Support more active participation by female employees</li> <li>Promote measures among Group companies in Japan</li> </ul>                 | Select managers to represent the diversity promotion in business units     Set long-term target values (2020) for the presence of female employees in the Company and implement relevant training as strategic move for the future     Hold briefings for domestic Group companies |
| 3 | From 2014:<br>Practice and<br>Business<br>Contribution | <ul> <li>Promote measures among domestic and overseas<br/>Group companies</li> <li>Generate new business and increase productivity by<br/>practicing diversity and inclusion</li> </ul> | Formulate additional measures based on the track record through FY 2013  |

#### **Efforts at Promoting Diversity**

To review the status of its diversity promotion, Fujitsu has been carrying out an annual survey of all corporate officers, employees and temporary staff. Based on the results of this survey we are focusing on the following three measures: (1) a reform of mindset and culture in the organization; (2) support for individual success; and (3) promotion of diverse styles of work and improvements to productivity and individual satisfaction.

From FY 2008 through FY 2010, as our first medium-term plan, Fujitsu worked to create policies that foster awareness and understanding of diversity so as to create a basis for diversity promotion. In addition to publishing the results of questionnaires and interviews with



Company-wide diversity promotion forum

top management in internal publications, we have introduced role models and various efforts on our Diversity Promotion Office website (in both Japanese and English). We also held a variety of company events, including companywide diversity promotion forums, various networking events, and forums with individual themes, which were well attended by our employees. A number of different level-specific training sessions for executives and managers have also been held. At the end of FY 2010, we conducted an e-learning program open to all executives, regular and temp employees called "Striving for Workplaces Where Everyone Can Thrive," designed to put diversity promotion into practice in the workplace.

In addition to past and ongoing activities, with understanding and achievement of diversity as the goal, we are working on policies aimed at resolution of individual problems that came to light through earlier activities, setting goals, and implementing solutions in the workplace as our second medium-term plan for the period from FY 2011 through FY 2013.

- Support workplace activities designed to promote diversity

  Select managers to represent diversity promotion in business divisions and hold multiple presentations and study sessions.
- Support active participation by female employees
   Set long-term target values (2020) for female employees in the Company and implement relevant training as strategic move for the future
- Promote measures among Group companies in Japan
   Assess diversity promotion and consider measures in each domestic Group company by sharing FUJITSU's approach and vision for diversity and inclusion in some briefings.

#### Creating a Workplace Environment Where Female Employees Can Participate Actively

As an immediate high-priority issue, Fujitsu is setting quantitative targets to reliably create significant numbers of female managers, while promoting activities to achieve these targets.

We are selecting people from the leadership level of our female employees and, in coordination with the relevant workplace, management level, personnel situation, and the Diversity Promotion Office, establishing and implementing training programs appropriate for these individuals as candidates for promotion. For other levels of employees, we also hold workshops and events to encourage them to review their careers and envision their future career path. We are also planning and implementing networking events with other companies and different businesses as opportunities to receive fresh encouragement from others. Furthermore, to help our female employees improve their self-esteem and enhance job satisfaction, we are sponsoring forums for all our female employees and giving publicity to role models. Starting in FY 2011, as a new effort, we are setting up "diversity mentors" who will support the personal and career development of our female employees from a different standpoint than their immediate supervisors.

Note that we use the same recruitment standards regardless of gender with respect to promotion of managers.

# (%) 4.0 3.7 3.0 2.9 2.4 2.0 1.0 0 2007 2008 2009 2010 2011 (FY

#### Trends in Women Managers (Fujitsu Limited)

#### Positive Action for Female Employees (from FY 2011)

#### **Female Leadership Development Program**

Fujitsu has initiated the Female Leadership Development Program, designed to support long-term career furtherance by its female employees. Through the program, Fujitsu is developing human resources to serve in leadership roles, while grooming future management staff.

Open to members selected by each division, this roughly year-long program seeks to boost awareness of career options and develop managerial skills through intensive classes centered mainly on team activities, coupled with on-the-job training. At the end of the program, each team offers its own suggestions to management. To enhance effectiveness, the program is conducted in coordination with key staff members from worksites, management, personnel, the Diversity Promotion Office, and Fujitsu University, who all work together for the program's success.



Scene from the Female Leadership Development Program

#### **Workshop for Female Managers**

Offered to female managers across Fujitsu and at Group companies, the purpose of this workshop is to groom high-level managers for the future. Designed to enhance both perspective and awareness in participants, the workshop centers on classes and team activities that encourage participants to redefine and review their individual career models and skill sets. At the close of this approximately three-month program, participant teams offer suggestions to Fujitsu management.

## Employment of People with Disabilities and Creating Workplaces Where They Can Play an Active Role

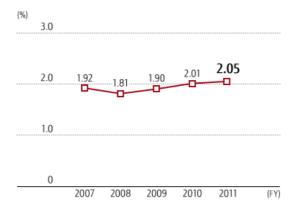
Fujitsu actively employs people with disabilities based on the concept of "consider carefully, but welcome unreservedly" and many people with disabilities are working in a wide variety of positions, including as researchers, developers, sales staff, and systems engineers.

When hiring new employees, in addition to holding our own seminars, Fujitsu strives to make it possible for many people with disabilities to interview with Fujitsu by participating in employment events held by commercial employment companies. Fujitsu also provides actual cases of people with disabilities working at Fujitsu in pamphlets and on web pages. In determining workplace assignments, we work together with the workplace to bring out the best of the individual's abilities, and after the assignment we hold interviews. Thus, we implement long-term follow up from initial human resource development until the employee is established.

In addition, Fujitsu holds forums on the creation of networks of disabled employees and the creation of workplaces where everyone can produce results regardless of any disability they may have. Moreover, we publicize on our intranet role models and manuals for workplaces that can accept disabled employees.

As a result, the percentage of people with disabilities employed by the Fujitsu in FY 2011 was 2.05%, exceeding rate of 1.8% mandated by law.

#### Trend in Employment Rate of People with Disabilities (Fujitsu Limited)



#### **VOICE: Feedback from Employees**

#### Active participation by employees with lower-limb disabilities

During my job interview, I was never asked about my disability. The questions I was asked instead were, "What sort of work do you want to do for Fujitsu?" and "What kind of support would you need to make that happen?" Those questions made a huge impression on me. More importantly, this stance as a company hasn't changed at all since I joined. As long as I can explain myself logically to my supervisors and senior colleagues, they have been willing to entrust more and more jobs to me. I go on business trips, and when I do overtime its often unsupervised.

My department handles products that support social infrastructure. I have a strong sense of responsibility as a member of that team, and hope to always stay mindful in my job of my own growth and that of my team colleagues.



Product
Planning
Department
Enterprise
Server
Business
Division
Rumi
Nagashima

#### **Recruitment of Global Talent**

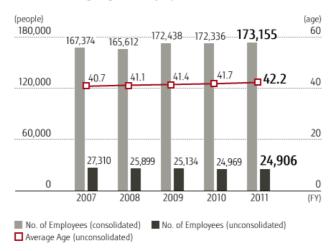
With sights on global business expansion, Fujitsu takes part in career forums in and outside Japan geared to foreign students, as well as holding its own seminars and accepting university students from abroad for internships. Through these and other actions, Fujitsu is increasing its recruitment of foreign nationals studying in Japan and university graduates from other countries to greater levels than ever before

#### Support for Foreign Employees in Japan

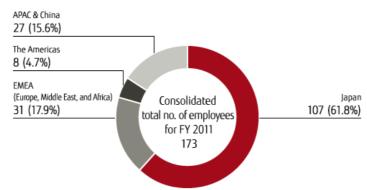
Fujitsu started the "Integr8" support project in 2007 to allow employees from abroad to display their true abilities. As part of our efforts to form a community that can connect foreign and Japanese employees, Fujitsu invited instructors from both within and outside of Fujitsu and we heard lectures on topics of concern to foreign employees, such as the Fujitsu Group's globalization strategies. In this and other ways, Fujitsu supports the formation of interpersonal networks and communication. In FY 2011, we held two such lectures. This community has now exceeded 300 persons, both foreign and Japanese nationals, and is leading to autonomous, proactive activities that support the workplace.

In addition to providing a website on our intranet that includes the rules and regulations that must be followed while working at Fujitsu and other procedures necessary for living in Japan, we are also moving forward with the creation of a system that can respond to questions and needs for counseling from our employees in English.

#### Trends in Numbers and Average Ages of Employees



#### Employees by Region (unit: 000)



#### Creating a Workplace Environment in which Older Workers Can Thrive

Fujitsu has established a post-retirement rehiring system aimed at providing opportunities to retirees who desire to continue work after the retirement age of 60, and who want to make the best use of their abilities.

#### **Efforts Promoting Respect for Human Rights**

#### **Respecting Human Rights**

The shared principles articulated in the Code of Conduct of Fujitsu Way are guidelines for each employee to comply with in conducting daily business operations. Prime among them is "We respect human rights," a principle that underpins all our corporate and individual activities and disciplines the actions of every member of the Group.

In 2006, we stipulated policies for human rights in employment. We continue to work for equal employment opportunities, respect for human rights, elimination of discrimination, and the abolishment of forced labor and child labor. While we publish these policies on our website, we take every chance for education or enlightenment that will promote understanding and penetration of these policies.

Furthermore, in accordance with our commitment to the UN Global Compact in 2009, we will continue to move forward with management that places a high priority on human rights.

#### FUJITSU Guiding Principles of Respect for Human Rights in Employment (Full Text)

With a view to realizing our growth and profits, respect for human rights must be an integral part of our business culture. FUJITSU is committed to creating a culture in which employees respect the dignity and worth of individuals.

To this end, FUJITSU will strive to foster respect for human rights in all the countries and regions where we operate our business while providing an environment that encourages employees to understand and realize importance of human rights.

#### 1. Equal Employment Opportunity and Respect for Human Rights

FUJITSU strives to provide equal employment opportunities.

FUJITSU is committed to treat our employees with no illegal discrimination based on race, color, religion, creed, sex, social status, lineage, physical or mental disability, sexual orientation and any other legally protected category that is unrelated to the legitimate interests of FUJITSU.

#### 2. Compliance with Employment Laws and Regulations

FUJITSU adheres to the applicable laws and regulations of the countries and regions in which it operates in treating our employees.

#### 3. Prohibition of Forced Labor / Child Labor

FUJITSU will not use any form of forced or compulsory labor.

FUJITSU will not use child labor.

#### 4. Work Environment

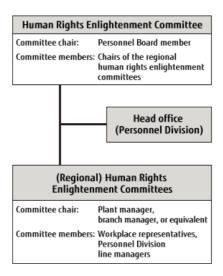
FUJITSU strives to achieve and maintain a healthy and safe work environment that motivates its employees.

#### Promoting Human Rights Enlightenment

In the Fujitsu Group, we implement activities to promote human rights awareness through Human Rights Enlightenment Committees. In FY 2010, to strengthen our efforts based on the actual situations in the workplace, we changed our regional human rights enlightenment committees from the previous structure centered on the personnel and general affairs divisions to a new structure in which they are mainly managed by regional workplace representatives. Through this change, we are now able to more fully reflect the opinions of employees in the Human Rights Enlightenment Committees of each region. The Human Rights Enlightenment Committee stipulates company-wide critical themes for the fiscal year reflecting the workplace situations summarized by these regional committees. Through the regional committees, we strive to instill these themes throughout all divisions and workplaces.

On a year-round basis, the Human Rights Enlightenment Committee takes up a variety of human rights issues, such as discrimination and harassment in the workplace, and implements human rights enlightenment training for specific hierarchies or for all employees. Furthermore, in conjunction with Human Rights Week every December, we work towards fostering an environment in which everyone - employees and their families - can discuss human rights not just in the workplace but also at home by, for example, putting up posters on preventing sexual harassment, inviting employees and their families to come up with slogans on human rights promotion and rewarding them, and distributing human rights promotional leaflets.

#### **Human Rights Enlightenment Structure**



To carry out these human rights enlightenment activities effectively, we also implement compulsory training every year for line managers in the personnel division, which is the promotional division for this effort, and strive to maintain their knowledge and skills as promoters of human rights enlightenment.

To handle requests for consultations from employees, we have established the internal Human Rights Consultation Service and we hold periodic compulsory training sessions so that the service personnel can respond appropriately.

#### Striving to Provide Equal Opportunity in Employment and Advancement

Together with our employment policy of not discriminating by education, age, gender or other factors, we offer opportunities for promotion once someone has reached a stage commensurate with general competence and performance. We are also strengthening our multifaceted efforts to increase equality of opportunity, including the introduction of a rehiring system for those who leave Fujitsu to raise children or care for infirm or elderly family members, and the proactive promotion of women employees to management positions.

• In FY 2011, the average length of employment was 18.8 years for men and 16.4 years for women.

#### Transition in Number of Employees Hired (Unconsolidated)



#### **Creating Good Working Conditions**

# Arranging support environments for compatibility between work, pregnancy, child care, and nursing care needs

Fujitsu is committed to providing a work environment that is easy to work in, allows employees not only to work but also to raise children or care for family members, and supports a diverse range of work styles so that all our employees can fulfill their potential. In accordance with the Law for Measures to Support the Development of the Next Generation, we have established and implemented our action plans\*1. In addition, we provide babysitter subsidies, paid leave to honor long-term service as well as volunteer activities, and we have established and are operating in-house childcare facilities at some of our sites. Furthermore, to assist employees who are taking child care leave to return to the workplace and help them build networks, we are implementing a forum in which employees can participate accompanied by their children.

Moving forward, in addition to continuing to improve workplace conditions, we will be reviewing the ways we work and proceeding in line with the plan.

#### \*1 action plans:

Based on the Minister of Health, Labour and Welfare's approval of our first action plan (April 1, 2005 to March 31, 2007) and our second (April 1, 2007 to March 31, 2010), we have established and are now implementing our third action plan (April 1, 2010 to March 31, 2013).



Logo mark stipulated by the Minister of Health, Labour, and Welfare according to Article 14, Item 1 of Japan's Law for Measures to Support the Development of the Next Generation (Next-generation approval mark)

#### Number of Employees Using the Care Leave Support System (FY 2011, Fujitsu Limited) (People)

| System                              | Total | Men | Women |
|-------------------------------------|-------|-----|-------|
| Child care leave*2                  | 118   | 4   | 114   |
| Family care leave                   | 8     | 3   | 5     |
| Reduced working hours (child care)  | 251   | 8   | 243   |
| Reduced working hours (family care) | 0     | 0   | 0     |
| Paternity leave                     | 507   | 507 | -     |

#### \*2 Child care leave:

The percentage of employees who return to the workplace after taking child care leave is nearly 100%, for both men and women.

#### Forums that aim at reforming the way we work

We are implementing a variety of forums to improve both productivity and individual job satisfaction and fulfillment based on the many different ways people work with the theme "Reforming the Way We Work."

Although we focused on understanding differences in ideas through FY 2009, from the FY 2010 forums, we have implemented training based on concrete, practical measures.

#### Introducing a work from home system

So that each and every one of our employees can work efficiently to create even higher added value, in addition to the existing tele-work system (both the satellite office and mobile work types), Fujitsu set up a work from home system as of April 2010.

#### Fujitsu Tele-work System

| Туре             | Definition of workplace  | Remarks                |
|------------------|--|------------------------|
| Work from home   | Home   | Implemented April 2010 |
| Satellite office | Office other than main office • Fujitsu or Fujitsu Group business offices (excluding offices where an employee is stationed) | Previously implemented |
| Mobile work      | Locations other than main office  • Customers' sites, hotel rooms on business trips, etc.                                    | Previously implemented |

#### VOICE: Feedback from Employees

#### Employees who telecommute

I live on the south coast of the United Kingdom. I joined the company nearly 6 years ago.

My role is Global VP of Reward.

My working day consists of many calls and dialogues with my global HR Director (based in Japan), executives, colleagues and team members around the world, ranging across an 18-hour spread of time zones from Australia to the West Coast of the United States.

My conference calls and meetings start as early as 6.00 a.m. and finish late into the evening.

Given where I live, I have a 2.5-hour commute, the company has therefore allowed me to work remotely from the company offices by setting me up with a Fujitsu 'office at home'.

I have a company landline phone and headset, broadband, laptop and ergonomically tested chair from which I work 2 to 3 days a week when I am not commuting to the main company offices for face-to-face meetings, Ciscos or travelling abroad on business.

Senior
Director
(Rewards)
UK&I Subdepartment
Global HR
Department
Allison Dalley

This flexibility is common practice in many companies and reduces both office costs (I have no designated company office space allocated to me) and the travelling/commuting costs for the company. From a personal perspective, I am able to adjust my working day and week to accommodate the global (and therefore somewhat antisocial) nature of my role so that I manage all the relevant activities while still having quality time with my family and some work-life balance.

#### **Measures to Energize Communication**

#### Labor Relations

Based on labor-management agreements with the Fujitsu Labor Union, Fujitsu holds discussions about various employment conditions and explains management policies and business conditions, along with business reorganization and other matters, to its employees through regular and ad hoc meetings such as the Labor Council or Productivity Council. Furthermore, these agreements stipulate the collective bargaining rights of the union.

Note that since Fujitsu adopts a union shop system, all ordinary employees are members of the Fujitsu Labor Union.

In Europe, the Fujitsu European Annual meeting has taken place every year since 2000, with the overall financial conditions of the Fujitsu Group and other issues shared with the employee representatives from Fujitsu Group companies.

Topics

#### Workshop Held on Creating an Even Better Labor Environment in China

In China, the labor environment has been developing steadily, highlighted by the successive emergence of various labor-related laws and regulations following the enactment of the Labor Contract Act in 2008. In 2012, the Chinese government formulated a national employment promotion plan (2010-2015), which sets forth basic policies on targets for working conditions and other goals.

To flexibly address these developments, Fujitsu Group companies in China have actively worked to provide even better working conditions and further enhance working environments, including rigorous enforcement of compliance.

In addition, HR community workshops are held regularly to discuss various themes related to labor-management relations from a variety of viewpoints, while gathering information from specialists from outside Fujitsu and best practices from personnel managers at various overseas Group companies. In these and other ways, insights are put to good use in implementing concrete measures in each Group company.

#### **Employee Satisfaction Survey**

To gauge the dynamism of an organization and assess the level of employees' satisfaction therein, we have taken a multi-faceted employee satisfaction survey every year since 2004.

The content of this employee satisfaction survey is basically kept the same every year to ensure that we can compare changes over the years. That said, the survey content is revised as necessary to address various changes in the environment surrounding the Company and management priorities. In the FY 2011 survey, we added new content on leadership needed to achieve innovation and greater employee consciousness around the topic. In FY 2011, we surveyed some 88,000 employees including those at Group companies.

Looking at changes at Fujitsu over the years, we maintained a high response rate in this survey, as in FY 2010, with a response rate of 89% this year. In addition, the degree of overall satisfaction has increased every year. The percentage proud to work at Fujitsu surpassed 80% in FY 2011. However, if we look at responses by segment such as organization or hierarchical level, there are differences in satisfaction and the issues to be faced vary. Therefore, we feed back the results to each organization after we categorize them, and encourage each organization to improve their employees' satisfaction level.

Furthermore, we use the survey results to review our Company policies such as personnel systems. With the employee satisfaction survey as our starting point, we will promote measures based on both organization and Company policies to ensure that Fujitsu remains a company where each employee can raise his or her own worth and work with pride and purpose.

#### Group Efforts in Overseas Business

In April 2011, we took our first employee engagement survey of all overseas business group employees (some 43,000 persons, in both Japan and overseas). This survey was intended to create work environments that make it both pleasant and worthwhile for employees to work. It focused on the degree of employee proactive commitment (or engagement) to the organization or management and to identify the elements involved in that commitment.

Employees who are engaged are proud to be working at Fujitsu, and make every possible effort for colleagues and customers, and thereby become supporters of the Company. Generally, it is thought that in companies where the employees have a high level of engagement, employees work harder than is required and actively contribute to the success of business, thereby achieving superior business results, productivity, and customer satisfaction.

In response to questions related to engagement, such as "Do you feel motivated to go beyond your formal job responsibilities?" on average 61% of employees in the overseas group responded positively (whereas 25% responded "cannot say" and 14% said "no"). Since individual elements directly related to engagement differ between groups, each organization created and implemented its own action plan. We evaluated the progress of these action plans continuously over a period of one year following implementation to improve employee engagement in all organizations within the Group.

#### Occupational Health and Safety and Health Management

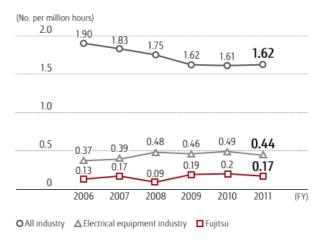
#### **Efforts to Improve Occupational Health and Safety**

Based on the Corporate Values of the Fujitsu Way, we work to ensure the safety of employees by providing work environments where people can work in safety and comfort.

In Japan, management and labor have jointly established a Central Occupational Health and Safety Committee, along with Onsite Occupational Health and Safety committees at each business site. These committees work to improve workplace health and safety. We also perform workplace inspection tours and take other steps to check for and rectify dangerous locations and factors that may impair health, while conducting risk assessments.

We promote health and safety education and training that match the characteristics of each workplace to create a workplace environment in which all our employees can work confidently in safety and comfort.

#### Frequency of Industrial Accidents (Fujitsu Limited)



#### **Convening Occupational Health and Safety Committees**

Every year, Fujitsu convenes the Central Occupational Health and Safety Committee, which is a Company-wide organization, to confirm the status of accidents and formulate prevention measures, in addition to determining Company-wide policy regarding occupational health and safety. Furthermore, Onsite Occupational Health and Safety Committee meetings are held monthly by occupational health and management organizations at each business site. Based on Company-wide policy, the committees work to formulate policies that fit the characteristics of each business site in an effort to ensure business site safety.

## Building a Culture Where Employees Can Work Confidently and Positively Through Efforts to Maintain and Enhance Health

The Fujitsu Group makes efforts to maintain and enhance the health of employees and their families, while increasing health literacy, with the aim of developing work environments where every employee can work confidently and positively.

In regard to health management, we conduct activities focused on preventive health and education as a health enhancement initiative, along with promoting the early detection of health issues. These efforts are designed to allocate investment not only to those who need treatment and care, but also to our healthy employees.

In terms of health support activities, at each Fujitsu business location we have established a health promotion center or a health care center, which is responsible for health consultations and providing counseling for those in need of mental health care.

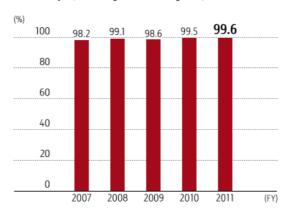
Besides providing health support to employees and their families, we also make company-sponsored health checkups available to retired employees. These activities encompass not only support for the health of individual employees, but also support for organizations to improve their productivity.

#### Health Management and Enhancement Initiatives

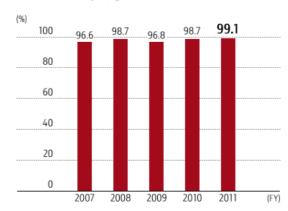
#### Implementing Health Checkups

Along with statutory health checkups, we have enhanced support for self-health management using an information system that allows employees to view the results of health checkups from their own workstations.

Rate of Periodic Checkups (under age 40, excl. age 35)



Rate of Chronic Illness Checkups (age 30, 35 and above 40)



In other areas, we conduct specialized health checkups and health checkups for those who work extensive overtime hours.

#### Efforts to Enhance Health and Fostering a Self-Care Mindset

We conduct a variety of activities to ensure that our health-related investments filter through to all employees. We are focusing on enhancing the health of employees with particular emphasis on efforts to enhance self care. Initiatives include exercise promotion events accessible to everyone, such as walk rallies; activities to promote a healthy diet, such as hosting a healthy lunch seminar; smoking cessation activities, such as our "Stop Smoking Challenge" program; and various education activities focused on female health.

#### Specified Health Examination and Specified Health Guidance Initiatives

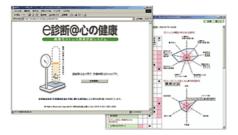
In regard to Specified Health Examinations and Specified Health Guidance, which began in FY 2008, we are implementing activities in cooperation with our health insurance union (Fujitsu Health Insurance Organization). We provide health guidance in collaboration with Best Life Promotion Ltd., a Group company established to strengthen support for health.

#### Mental Health Services

Having appointed an in-house mental health counselor at an early stage, Fujitsu provides mental health counseling services to employees. We have enhanced self care through measures such as making counseling available through external institutions and implementing stress tests for all employees through an e-learning program. Based on the stress test results, we also conduct organizational stress tests of each division, in an effort to support activities to improve work environments. Another priority has been to implement mental health education initiatives. We have enhanced opportunities for such education. Examples include mental health care in business lines, such as workplace management training for executive employees, and training for newly appointed executive employees, training for new recruits, and leadership training. Other activities include self care-based training programs.

#### **Implementing Stress Tests**

After implementing stress tests of each employee, we conduct organizational stress tests of each division. The results are used in activities to improve work environments.



#### **Fujitsu Clinic**

The Fujitsu Clinic was established as a medical clinic in 1944 on the premises of Fujitsu's Kawasaki Plant, for the purpose of providing medical treatment and health management services to employees and their families.

To answer the demand for community healthcare, the Fujitsu Clinic also provides medical treatment to local residents.

In recent years, Japan has seen a shift in the composition of diseases from acute to chronic diseases. Accordingly, to help address the onset of lifestyle-related diseases, the Fujitsu Clinic has installed cutting-edge medical devices, such as CT and MRI equipment, capable of highly



Fujitsu Clinic

precise medical imaging. Through this measure, the Fujitsu Clinic has worked to enhance the prevention and early detection of lifestyle-related diseases, providing support for the earliest possible restoration of health. Furthermore, the Fujitsu Health Management Center has been established adjacent to the Fujitsu Clinic as a health checkup facility for employees. The center conducts various health checkups for current and retired employees of Fujitsu Limited and the rest of the Fujitsu Group in the Keihin region (about 30,000 people a year).