



With Our People

Based on the statement "We respect diversity and support individual growth" in the Corporate Values of the Fujitsu Way, we respect the diversity of our employees. We also support our employees in their efforts to enhance their capabilities and develop skills through their work so they can achieve individual growth.

Embracing Diversity and Inclusion

Approximately 160,000 employees are active across the world in the Fujitsu Group. We would like to grow as an organization together with each employee by embracing individuality and bringing together a diverse group, without bias toward nationality, gender, age differences, or disabilities.

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. Drawing on "Diversity-Driven Innovation" as its theme, the Diversity Promotion Office's vision for Fujitsu sets forth the following two objectives:

- **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.

To achieve these two objectives, 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.

Our Framework for Promotion of Diversity

The Diversity Promotion Office engages in the promotion of diversity under the company President and the officer in charge of diversity (the current Vice-President).

In Japan, diversity promotion managers selected from each company engage in this work while sharing information in diversity promotion manager meetings at domestic Group companies.

Overseas, Fujitsu promotes diversity within each of four regions while sharing information at venues such as the Global Human Resources Conference.

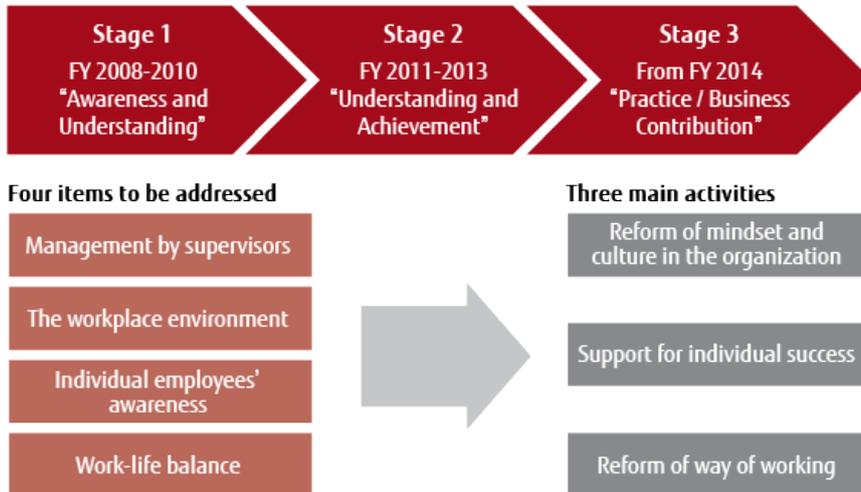
Efforts at Promoting Diversity

To review the status of its diversity promotion, Fujitsu has been carrying out an annual survey on Diversity and Inclusion, aimed at corporate officers, employees and temporary staff.

The survey, together with other sources of information, revealed four items to be addressed by the company: management by supervisors, the workplace environment, awareness among individual employees, and work-life balance. Based upon these, we are placing our focus on undertaking three key activities: reform of mindset and culture in the organization, support for individual success, and reform of way of working.

Initiatives for the Promotion of Diversity

Milestones



Stage 1: FY 2008–2010 (Awareness and Understanding)

Fujitsu worked to create policies that foster awareness and understanding of diversity so as to create a basis for diversity promotion. In internal publications and on our intranet (in both Japanese and English), we published the results of questionnaires and interviews with top management, and introduced role models*¹ and information about our various efforts. Furthermore, we also held a variety of company events, including companywide diversity promotion forums, various networking events, forums with individual themes, and a number of different level-specific training sessions for executives and managers. At the end of FY 2010, we designed an e-learning program, called "Creating a Workplace That Inspires All Employees to Work Energetically," to put diversity promotion into practice in the workplace. We opened the program to all executives, employees and temporary staff.

*1 Role models:

In general, people whose conduct functions as a guide or example for others.

Stage 2: FY 2011–2013 (Understanding and Achievement)

In addition to past and ongoing activities, with understanding and achievement of diversity as the goal, we worked to achieve the three objectives below in light of individual problems that came to light through earlier activities.

The first objective was, "Support workplace activities designed to promote diversity." We selected representative managers from each Unit and held study sessions, shared information, and supported activities at each business site. In addition, we interviewed the heads of Units in order to understand the status quo at each business site and the thoughts of each director.

The second objective was, "Support active participation by female employees." We strove to achieve the target set in FY 2011 (a 20% ratio of female employees by FY 2020 and a 20% ratio of newly appointed female managers by FY 2020) and worked on positive actions, such as special selected training for female employees.

The third objective was, "Promote measures among Group companies in Japan." In FY 2011, we carried out diversity promotion briefings for each company's diversity promotion manager. We also expanded the scope of various Fujitsu-led events, survey questionnaires, and e-Learning to domestic Group companies.

In FY 2013, our various initiatives to date, including overall efforts for diversity and inclusion, and examples of our innovation at work sites, were recognized by the Ministry of Economy, Trade and Industry in the Diversity Management Selection 100 award program.



Stage 3: FY 2014–2016 (Practice and Business Contribution)

Building on the activities performed through Stage 2 and with "Practice and Business Contribution" of diversity as our goal, we are engaging in the following three priority measures with the aim of "Diversity-Driven Innovation."

The first measure is support for the promotion of diversity in the workplace, aimed at the creation of innovation. We accept diversity in the workplace and are supporting a variety of initiatives that lead to innovation.

The second measure is the ongoing expansion of talent management (especially women) from early on, aimed at turning out diverse leaders. We conduct a number of seminars, including those for minorities matched to the issues faced at each level, and those aimed at the supervisors of diverse employees.

The third measure is the expansion of diversity in Group companies in Japan and overseas. We assess the status of Group companies with respect to diversity, and share Group directions and case studies at the Global Human Resources Conference.

Diversity Targets and Results

	Period	Target	Key Measures
1	2008-2010: Awareness and Under-standing	<ul style="list-style-type: none"> Foster awareness and understanding of diversity promotion among all corporate officers and employees 	<ul style="list-style-type: none"> Conduct surveys of employee awareness of diversity Implement e-learning programs Build human networks for female, disabled, and foreign employees
2	2011-2013: Under-standing and Practice	<ul style="list-style-type: none"> Promote workplace diversity Support more active participation by female employees Promote measures among Group companies in Japan 	<ul style="list-style-type: none"> Select managers to represent diversity promotion in business units and hold study meetings. Determine the actual status of workplaces through interviews of division managers Set quantitative targets for active participation by female employees and conduct training Hold briefings for domestic Group companies, hold events for employees of domestic Group companies
3	2014-2016: Practice and Business Contribution	<ul style="list-style-type: none"> Support diversity promotion at workplaces oriented toward generating innovation Expand and improve our pipeline for producing a variety of employees (focusing on female employees) with leadership skills Promote measures among domestic and overseas Group companies 	<ul style="list-style-type: none"> Interview management and hold meetings with experts Implement level-specific measures to support the active participation of female employees Survey the status of each Group company and share the results

Key Examples of Specific Measures

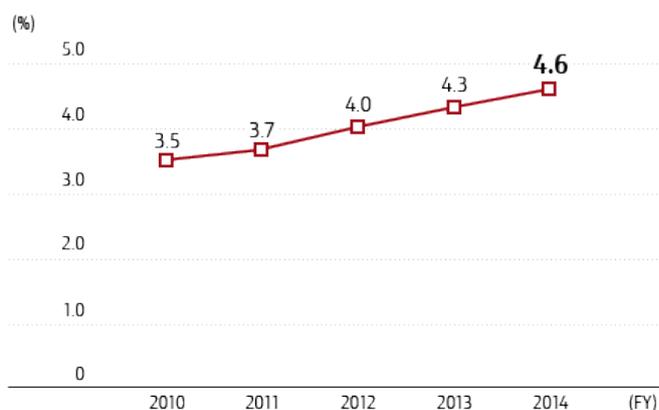
Main activities	Specific measures
Reform of mindset and culture in the organization	<ul style="list-style-type: none"> • Communication of Top Message from the management • Companywide diversity promotion forums • Surveys concerning diversity • Workplace management training (for all directors and section managers) • Implementation of e-Learning (currently rolling out at Group companies in Japan) • Support for initiatives at all workplaces • Expansion within Group companies in Japan and overseas
Support for individual success	<ul style="list-style-type: none"> • Women: Forums for women • Women: Female Leadership Development Program • Women: Career Development Seminar • Women: Diversity mentors • Women: Cross-industry networking events • People with disabilities: Forums for employees with disabilities • People with disabilities: Promotion of active participation in special subsidiaries by people with disabilities • People with disabilities: Workstyle Design Handbook for people with disabilities • Foreign nationals: Forums for employees with foreign nationality • Foreign nationals: Seminars for managers managing employees with foreign nationality • Child care: Forums for employees caring for children • Child care: Seminars for managers managing employees caring for children • Introduction to role models
Reform of way of working	<ul style="list-style-type: none"> • Theme-specific forums (balancing work with child care, nursing care, etc.; reform of way of working; etc.) • Seminar to prepare for balancing work with nursing care

Supporting the Active Participation of Female Employees

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.

In more specific terms, we are selecting female employees who are or team leaders and, in coordination with the relevant workplace, management level, HR division, 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 as opportunities to receive fresh encouragement from others.

Trends in Women Managers (Fujitsu Limited)

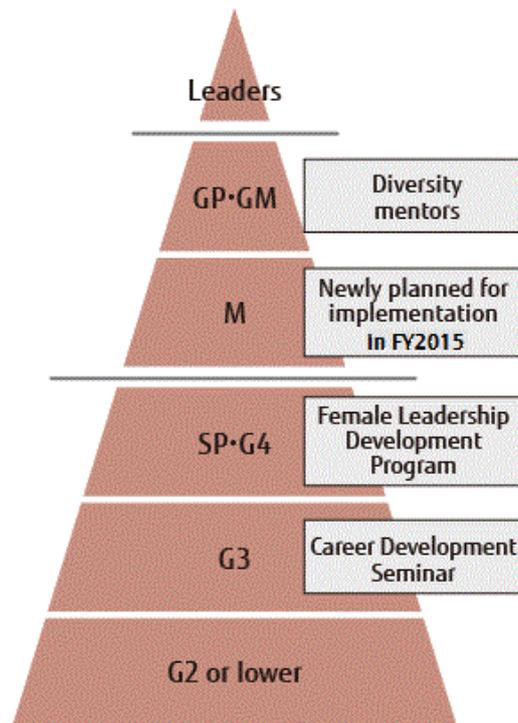


Furthermore, to help our female employees improve their self-esteem and enhance job satisfaction, we hold forums for all our female employees and giving publicity to role models.

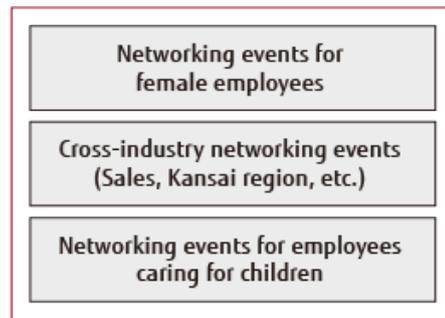
Note that we use the same recruitment standards regardless of gender with respect to promotion of managers at Fujitsu.

Measures Aimed at Promoting Active Participation by Women

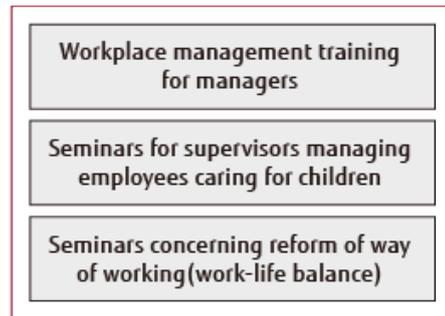
Measures by Employee Level



Measures for Women Overall



Measures Related to Management and Way of Working



Female Leadership Development Program (from FY 2011)

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 half-year 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. Diversity mentors, acting as team activity advisors and role models, provide advice and guidance, and each team offers its own suggestions to management at the end of the program.

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

Career Development Seminar

Fujitsu offers seminars for applicants from the G3 (sub-team leader) level, aimed at career development for female employees.

Through group discussions and lectures by role models inside and outside of the company, this program aims to foster a mind-set for taking on daily challenges and to foster mid- and long-term career consciousness aimed at sustainable growth of the individual.

Diversity mentors

Starting in FY 2011, we have been setting up "diversity mentors," selected from the ranks of upper level female managers, who will support the personal and career development of our female employees from a different standpoint than their immediate supervisors. Diversity mentors act as advisors for team activity in the above Female Leadership Development Program, offering advice and guidance as role models for program participants.

We also conduct dialog circles led by diversity mentors and officers on the theme of active participation by women.

Supporting the Active Roles and Promoting Employment by People with Disabilities

Fujitsu employs people with disabilities without limitations on where they may work. People with disabilities, therefore, are working in a wide variety of positions, including as researchers, developers, sales staff, systems engineers, and business staff.

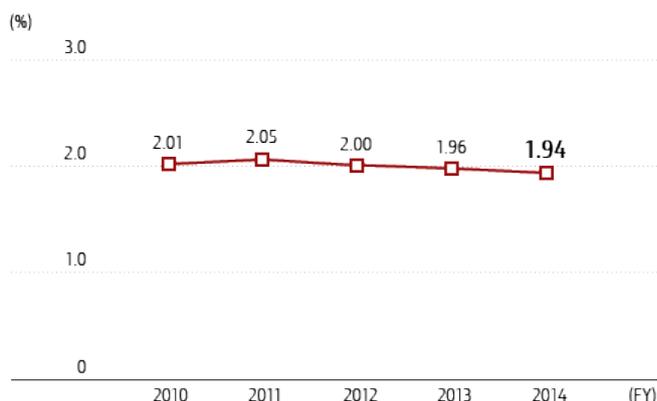
To hire people with disabilities, we have prepared a pamphlet for students with disabilities and included in it specific information such as interviews with current employees with disabilities, Fujitsu's perspective on hiring people with disabilities, and the range of jobs available once a person is hired. We hope this assuages any anxiety and conveys an environment where anyone can actively work, with or without a disability. Correspondingly, we implement long-term follow up from initial human resource development until the employee is established, so that workers can stay with Fujitsu for the long term. One example of this is training for new employees and interviews together with their workplace in order to bring out the best of the individual's abilities.

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.

Diversity promotion forums for employees with disabilities

To support the active participation of employees with disabilities, Fujitsu holds forums attended by these employees, paired with department heads or other members. In fiscal 2014, we held a workshop inviting participants to recognize their own strengths and weaknesses and turn those weaknesses into strengths in order to take control of their own work styles. The workshop also considered the creation of workplaces for maximizing results as an organization. On the day of the workshop, we performed trial usage of a conference support system for persons with hearing disabilities, the result of our own research and development.

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



* 2.04% in FY 2015

Establishing Special Subsidiaries*2 for Promoting the Employment of People with Disabilities

Fujitsu establishes special subsidiaries to provide more forms of employment for workers with disabilities. These subsidiaries give consideration to the particularities of each employee's disability and aim to be workplaces where these employees can play a more active role.

*2 Special subsidiary:

A subsidiary that requires authorization by the Minister of Health, Labor and Welfare and is established with particular consideration for people with disabilities.



Workers at Fujitsu Harmony Limited disposing of documents

Special subsidiaries of the Fujitsu Group

Company name	Establishment	People with disabilities	Main work	Workplace
Fujitsu FSAS & Sun LTD.	1995	28	Repair of ATMs, PCs, circuit boards; other work related to Fujitsu's maintenance services	Beppu
Fsol Act LIMITED	2011	33	Data management, recycling, cleaning, in-facility delivery, health-keeping	Bunkyo Ward, Aomori, Sapporo, Nagano, Sendai, Niigata, Omiya
Fujitsu Harmony Limited	2013	13	Creation of PDF documents, document disposal, recycling, miscellaneous support	Kawasaki, Numazu
Fujitsu FMCS Challenged Ltd.	2014	6	Office support work, printing / binding, document disposal, in-facility delivery	Yokohama

* In order of establishment, as of March 2015

Recruitment of and Support for Active Participation by Global Talent

With sights on global business expansion, Fujitsu takes part in career events 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 recruiting foreign nationals studying in Japan and university graduates from other countries, bringing the total of foreign nationals working at Fujitsu to 272 as of March 31, 2015.

Support for Foreign Employees in Japan

Fujitsu launched the Integr8 project in 2007 to enable foreign national employees to contribute and utilize their full potential. We have since undertaken the creation of good working environments for these employees.

At the launch of the project, we set up a system in English on our intranet to field questions and requests for consultation, and created an intranet to explain rules, regulations, personnel-related procedures for activities such as business travel, the visa acquisition process, living necessities, and so on, to help foreign national employees settle into the Fujitsu organizational environment and life in Japan.

Since then, Integr8 has expanded the scope of its activities to encourage cross-cultural interaction among employees of differing nationalities and to support the international integration of Fujitsu workplaces. With the goal of supporting the formation of global society within the Fujitsu Group and fostering a mindset that accepts cultural differences and embraces diversity, the program holds lectures and other events, including discussions aimed at the supervisors of foreign national employees.

Seminar for department heads managing foreign national employees

Fujitsu held a workshop to share best practices involving the issues faced by foreign nationality employees and the management issues faced by their supervisors. The workshop, which targeted department heads who manage such foreign employees, made use of the Practical Manual for Making Use of High-Level Foreign Human Resources that was planned and produced by Fujitsu Research Institute under contract by the Ministry of Health, Labour and Welfare.

Expansion within Group Companies in Japan and Overseas

In fiscal 2011, we held briefings for diversity promotion managers at each of our Group companies in Japan, and in fiscal 2014, reported on the state of domestic Group companies overall and presented case studies from the companies. Fujitsu also carried out events, questionnaire surveys, e-Learning, and other activities targeting Group companies in Japan.

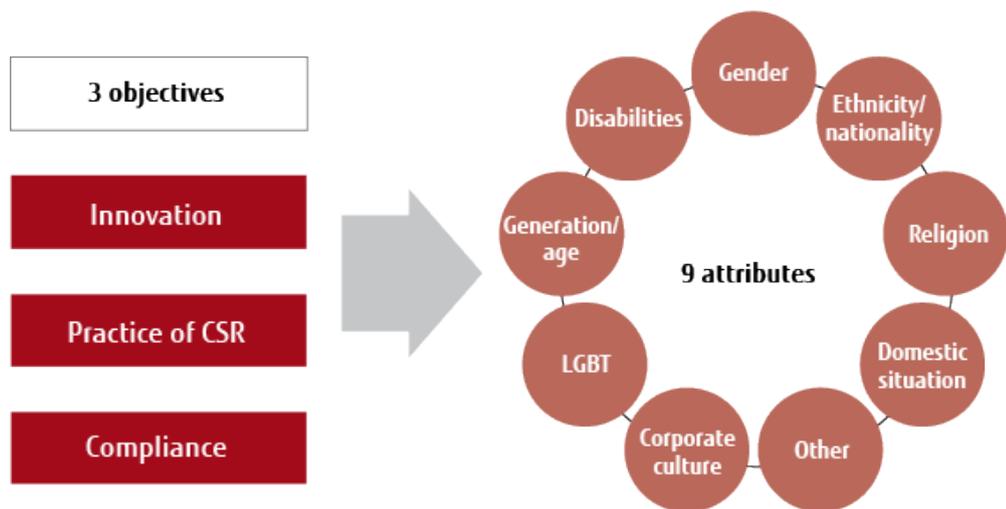
With regard to Group companies overseas, in fiscal 2013 we shared information on the status of diversity promotion in each company and region, along with outstanding case studies, at the Global Director's Meeting for Human Resources Conference Units.

In fiscal 2014, we also compiled guidelines on "Direction of Fujitsu Group Diversity and Inclusion" within the Fujitsu Group, as shown below, and from fiscal 2015 will communicate this information as we work to further promote diversity as a Group.

Direction of Fujitsu Group Diversity and Inclusion

The Fujitsu Group will undertake the promotion of diversity and inclusion, primarily initiatives aimed at nine attributes with the following three objectives, and will connect this undertaking to strengthened competitiveness as a company.

Direction of Fujitsu Group Diversity and Inclusion



Each Group company will prioritize objectives and attributes matched to its country, region, and corporate situation, and will accordingly set targets and undertake specific promotion activities. (Among attributes, gender will be given special priority.)

Activities outside the Company

Cooperating as a Platinum Sponsor with the kick-off event for the W-STEM female engineers' network

To support the promotion and establishment of diversity management in companies, Fujitsu has voiced approval for the founding principles of the NPO J-Win (Japan Women's Innovative Network) established in 2007, and is participating as a corporate member.

At the November 2014 kick-off event of the W-STEM female engineers' network sponsored by the Cabinet Office and J-Win, Fujitsu provided cooperation as a Platinum Sponsor. Fujitsu also planned and operated workshops, while female engineers from the Fujitsu Group served as role models for the poster session. The 1-day event was held at Ochanomizu University, with 75 students among the 412 persons in attendance.

Research and Development of a Meeting Support System for Deaf and Hard-of-Hearing People

Fujitsu is developing LiveTalk, an application that uses voice recognition software to convert speech from meeting participants into text, send that text to meeting participants' PCs in real time, then allow deaf and hard-of-hearing participants to read the content of the meeting discussions and respond by keyboard input, stamp input, or fixed phrase input.

Use of this meeting support system makes it easier for deaf and hard-of-hearing people to participate in meetings, improves on existing approaches to guarantee of information^{*4} challenges, and realizes universal design for meetings.

Research and development of the system was performed under adoption by the Ministry of Internal Affairs and Communications' 2013 subsidy program for supporting the use of ICT (R&D for technology, etc. directed toward eliminating the digital divide).



A meeting participant using a microphone to convert speech to text

*4 Guarantee of information:

A guarantee of the right to know, by enabling the smooth receipt and communication of information even by persons with sight, hearing, or other disabilities.

Efforts Promoting Respect for Human Rights

Respecting Human Rights

The shared values articulated in the Code of Conduct of the 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.

To promote activities that respect human rights in accordance with the Fujitsu Way Code of Conduct, Fujitsu has created the "Fujitsu Group Human Rights Statement" and the "FUJITSU Guiding Principles of Respect for Human Rights in Employment." Fujitsu has publicly announced its support for the ten principles of the United Nations Global Compact*¹ based on universal principles regarding human rights and rights at work, such as the "Universal Declaration of Human Rights," and the International Labour Organization's (ILO) "Declaration on Fundamental Principles and Rights at Work," and will continue to move forward with management that places a high priority on human rights.

*1 Ten principles of the United Nations Global Compact:

Ten principles in the areas of human rights, labor practices, the environment, and anti-corruption, that corporations should uphold.

Fujitsu Group Human Rights Statement

Fujitsu announced "Fujitsu Group Human Rights Statement" in December 2014, and aims to promote the following initiatives. The statement has been translated into 21 languages including Japanese and English. Fujitsu aims to disseminate the statement to all group companies.

1. Global Approach

Respecting international human rights standards

2. Human Rights Due Diligence

Processes to identify, prevent and mitigate negative impacts of corporate activities regarding human rights

3. Responsibility as an ICT Company

Response to human rights issues including data security and privacy, and engagement promotion with stakeholders

4. Embedding Human Rights

Continuous activities to increase awareness, and contributing to sustainable development through acceptance of diversity and innovation

- Fujitsu Group Human Rights Statement
<http://www.fujitsu.com/global/about/csr/vision/hrstatement/>

FUJITSU Guiding Principles of Respect for Human Rights in Employment

In the "FUJITSU Guiding Principles of Respect for Human Rights in Employment," Fujitsu is thoroughly committed to providing equal opportunity, respecting human rights in employment practices, eliminating discrimination, and banning forced labor and child labor. These guidelines are posted on the website, and Fujitsu is actively increasing awareness and dissemination through various seminars and other opportunities.

In its hiring processes, the Fujitsu Group does not discriminate by age, gender, nationality, or other factors, and 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 a rehiring system for those who leave Fujitsu to raise children or care for infirm or elderly family members, and the promotion of women employees to management positions.

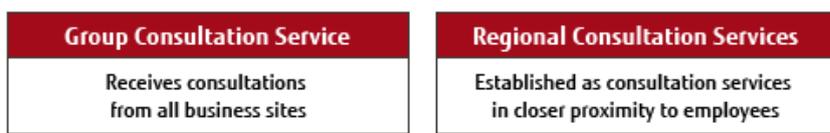
- FUJITSU Guiding Principles of Respect for Human Rights in Employment
<http://www.fujitsu.com/global/about/csr/vision/hrstatement/>

Consultation Services and Human Rights Monitoring

In an effort to create an environment where each individual employee can work with peace of mind and fully exercise their capabilities, the Fujitsu Group has established internal consultation services to which employees may bring their human rights concerns. These services have been established in each region as well as at our headquarters to make it easy for employees to raise their human rights concerns. Contact information for human rights consultation services are posted on our intranet and made known to employees via posters, training sessions, etc., and regular training is held for personnel engaged in the provision of consultation services, so that they can perform their roles appropriately.

The personal information and privacy of employees who make use of the consultation services are protected, enabling employees to seek advice on matters like relationships with coworkers, harassment, and troubles and doubts concerning human rights, and ensure the consultation services are able to help improve workplace environments. Matters brought to the attention of consultation services are reported - with proper precautions to protect personal information and privacy - to Human Rights Promotion Committees and regularly communicated to corporate auditors. This is done to monitor use of the consultation services and to use information on the reported matters to prevent recurrences.

Human Rights Consultation Service



Names and contact information for consultants are clearly communicated to employees, so they can choose a service to consult.

Topics

Workshop to Increase Understanding of LGBT

To create an environment where everyone can work and exhibit their capabilities to the fullest, Fujitsu has taken measures to increase understanding of sexual minorities (LGBTs^{*2}, etc.).

In FY2014, Fujitsu invited Maki Muraki from the non-profit corporation Nijiuro Diversity to hold a workshop on fundamental knowledge of LGBT for the managers of the human rights promotion division, consultation desk staff, and health promotion division.

Beginning with this initiative, workshops are regularly held at various offices within the company, and Fujitsu will strive to create a workplace where various employees can excel.

*2 LGBT:

General term for L=Lesbian, G=Gay, B=Bisexual, T=Transgender

Human Rights Due Diligence Scheme

Through its entire global value chain, the Fujitsu Group examines the impact of its business activities on human rights, and has taken actions to establish Human Rights Due Diligence to prevent and mitigate negative impacts.

In FY2014, the following initiatives were implemented.

- Developed the "Fujitsu Group Human Rights Statement," and agreed on future human rights due diligence promotion globally
- Conducted a written survey with 111 domestic and overseas group companies based on the ISO26000 standards to investigate the status of human rights initiatives.
- Conducted a written survey with approximately 530 business partners to investigate the implementation status of CSR activities including human rights
- Started revision of procurement-related documents (CSR Procurement Guideline and CSR Deployment Guidebook for suppliers)
- Conducted supply chain audit simulation at a domestic group facility and auditor training
- Started developing e-Learning and promotion tools for employees to promote Human Rights Statements
- Discussed challenges and themes of future human rights due diligence initiatives with domestic and overseas human rights/CSR experts.

In FY2015, through the continued implementation of the above initiatives, Fujitsu aims to strengthen its human rights due diligence implementation system, as well as increase human rights awareness from the management level to ordinary employees.

- Basic Policy on CSR (CSR activities applying ISO26000)
<http://www.fujitsu.com/global/about/csr/vision/iso26000/index.html>
- With Our Suppliers
<http://www.fujitsu.com/global/about/csr/activities/society/procurement/index.html>

Initiatives for Preventing Forced Labor and Child Labor

The Fujitsu Group has stipulated that it will not use forced labor or child labor. In FY 2014, we conducted a written CSR survey based on the ISO26000 standard among our 111 related companies in and outside Japan. Through that survey, we confirmed information on initiatives for the prevention of forced labor and child labor.

We also make our business partners aware of the Fujitsu Procurement Guideline, which includes provisions on the elimination of forced labor and child labor. In FY 2014, we asked our approximately 530 primary suppliers to complete a written survey on the status of CSR initiatives, including steps for the elimination of forced labor and child labor.

Creating Good Working Conditions

Arranging Support Environments for Compatibility between Work, Pregnancy, Child care, and Nursing Care

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.

Arranging Systems to Support Pregnancy and Child Care

In regards to pregnancy and child care, we have established and implement our action plans*¹ in accordance with the Law for Measures to Support the Development of the Next Generation. In addition, we provide babysitter subsidies and have established and are operating in-house childcare facilities at some of our sites. Furthermore, we conduct a forum to assist and help build networks for employees who have just returned to the workplace after child care leave, or who are taking child care leave and will return to the workplace.

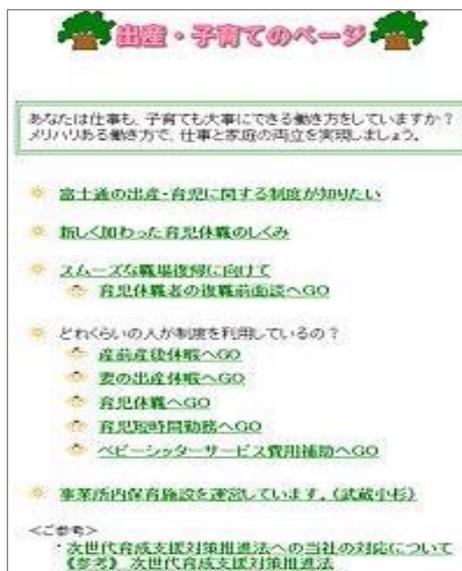
*1 Action plans:

Fujitsu has implemented action plans from 2005, and is now implementing the fourth action plan (April 1, 2013 to June 30, 2015).



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)

* Fujitsu received the Next-generation approval mark from the Minister of Health, Labour and Welfare during our 1st to 3rd action plans.



Support for active participation by employees raising children

In FY 2014, we held forums two times for Fujitsu and Group company employees who are on maternity leave or have returned to work less than one year after taking childcare leave. The forums provided advice from public health nurses and talks by female managers with experience raising children, and featured group discussions and lectures from invited speakers.

As a new measure enacted from FY 2014, we held a forum for Fujitsu and Group company supervisors who manage employees raising children. At this forum, we featured talks by the Health Promotion Division on special considerations for female employees raising children, as well as group discussions and talks on management by invited speakers.

Conducting Surveys of Employees Regarding Nursing Care

With regard to nursing care, Fujitsu conducted a survey in FY 2012 to gain information on employees' needs, etc. for the provision of nursing care. This survey was conducted among employees 40 or older at Fujitsu and two Fujitsu Group companies.

We used survey results in a forum we held covering topics including public nursing care services that are in high demand and internal information on nursing care. The forum and results of the survey were made available on our intranet and to Group Company employees.

In addition, we have established work leave systems aimed at providing employees with leave opportunities to rejuvenate themselves or engage in volunteer work.

Number of Employees Using the Care Leave Support System (FY 2014, Fujitsu Limited)

System	Total ^{*2}	Men	Women
Child care leave	271	22	249
Family care leave	10	0	10
Reduced working hours (child care)	585	18	567
Reduced working hours (family care)	4	0	4
Paternity leave	496	496	-

*2 Numbers of Users:

Numbers of Users: Figures include employees who have continued to use the system from the previous fiscal year. The percentage of employees who return to the workplace after taking child care leave is nearly 100%, for both men and

Return to Work Rate/Continuous Work Rate after Child Care or Family Care Leave (FY 2014, Fujitsu Limited)

System	Return to work rate	Continuous work rate ^{*3}
Child care leave	100%	97%
Family care leave	100%	100%

*3 Continuous work rate:

The proportion of employees continuing work 12 months after returning from child care leave or family care leave.

Practical Initiatives for Reforming the Way We Work

Holding a Variety of Forums

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."

We focused on understanding differences in ideas through FY 2009, and since FY 2010, we have been implementing training based on concrete, practical measures. In FY 2014, we held forums in the Keihin region on reforming the way we work, primarily on the theme of remote nursing care, so appropriate attention can be paid to both work and nursing care needs. A November forum was held, including Group companies, in the Kansai region, and a December forum was held, also including Group companies, in the Keihin region.

These forums consisted of talks and group discussions and were intended to give participants an opportunity to develop their understanding of job approaches, and make immediate changes, that would allow them to balance nursing care and work, and continue working with a sense of worthwhileness.

We also held seminars focused on providing information on nursing care, aimed at Group company employees as well as their families. In FY 2014 we held the seminars 22 times (including 4 times on Sundays) in the Keihin and Kansai regions, with participation by over 2,500 persons.

Promoting Diverse Work Styles

So that each and every one of our employees can work efficiently to create even higher added value, Fujitsu has adopted satellite office and mobile work tele-work options in addition to a work-from-home system. In addition, we are promoting work styles that apply global communication platforms to further the endeavors of our diverse workforce.

Fujitsu Tele-work System

Type	Definition of workplace
Work from home	Home
Satellite office	Office other than main office Fujitsu or Fujitsu Group business offices (excluding offices where an employee is stationed)
Mobile work	Locations other than main office Customers' sites, hotel rooms on business trips, etc.

Employee Benefits Program

The Fujitsu Group has programs in place that are suited to the life styles of employees and strive to allow them and their families to lead healthy and prosperous lives.

In order to respond to the advance of globalization and diversity and to the changing needs of employees, in October 2014 Fujitsu introduced the "F Life+" cafeteria plan^{*4} as a new employee benefits program.

In addition to this, under the idea that active work and growth by every employee leads to the growth and development of the company, we have established a variety of initiatives to support employees' own efforts at preparations for the future, including savings/property accumulation programs, an employee shareholding association, group insurance benefits, housing support, medical support, health support, and child support.

^{*4} Cafeteria plan:

A system by which employees select desired or needed employee benefits from a diverse menu prepared by the company, taking advantage of the options in the form of using up "employee benefits points" granted by the company.

Initiatives Aimed at Reducing Long Working Hours

The Fujitsu Group aims to improve the work-life balance and the productivity of every employee through a variety of initiatives aimed at reducing long working hours. As an example, at Fujitsu Headquarters, every Wednesday is designated as a day for leaving work on time. On these days, the company turns off lights at 6:00 p.m. to encourage employees to return home.

Examples of specific initiatives aimed at improving long working hours

- Adoption of flex time, a discretionary labor system for professional work, and a discretionary labor system for management-related work
- Sending of alert e-mails for overtime work
- Not scheduling meetings outside of scheduled working hours
- Setting of recommended days for taking annual leave
- Enforcement of leaving work on time one day a week
- Leaving work one hour earlier every day
- Enforcement of working hours management in management training
- Promotion of telework aimed at diverse ways of work
- Adjustment of work style and rest style according to busyness of work

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 (at Fujitsu, 76% of employees are part of the union^{*5}).

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.

*5 Union participation rate:

The 75.8% figure quoted is the ratio of normal employees out of all full-time employees (including managers).

Topics

Preparing Better Working Environments in China

Under the recognition of China's economic shift from high-speed growth to the so-called "New Normal" of more moderate growth, the Chinese government has ramped up policies aiming at stable economic growth and qualitative improvements. In concert with these policies, the laws and the environment surrounding workers have been changing, and companies have been required to respond appropriately. As an example, in January 2014 the Ministry of Human Resources and Social Security of the People's Republic of China issued the Provisional Regulations on Labor Dispatch, which went into effect in March of the same year. The regulations supplement the dispatched worker-related rules in the revised Labor Contract Law (enacted July 2013) with intent to improve the status of workers, and clarify the kinds of work that can be performed by dispatched labor and the ratios of dispatched employees.

To respond appropriately to such changes and be fully compliant with laws, the Fujitsu Group in China has engaged in ongoing information exchanges and discussions with experts in cross-company working groups. In these groups, we have discussed how to respond to the above regulations. Also, although we are not legally required to do so, we include temporary contract periods in employment periods when dispatched workers change their contracts from temporary to labor contracts, in order to offer better environments to employees.

Establishment of a Consultation Service for Human Resource Programs, etc.

Fujitsu established a consultation service as a contact point for e-mail and phone calls to the Human Resources and Administration Units, as we work to build a structure that makes it easy for employees to seek guidance on human resource and administrative programs.

Employee Satisfaction Survey

In order to continue as "an organization wherein all employees are strongly motivated, have ample opportunities for advancement and work with pride and confidence" in accordance with the Fujitsu Way, the Fujitsu Group conducts employee satisfaction surveys that provide opportunities for serious thinking about ways by which management in each organization can improve employees' motivation. The survey is carried out by all divisions of Fujitsu as well as by every Group company in Japan. Based on the results of the survey, these organizations carry out deliberations and activities to improve employees' motivation in every organization, while sharing examples of such initiatives across the Group.

The FY 2014 survey was conducted among approximately 82,000 employees (of which about 30,000 are Fujitsu employees), including people working at 85 domestic Group companies that requested it. With a response rate of over 90% Group-wide, the percentage proud to work at Fujitsu was approximately 80%.

Group Efforts in Overseas Business

Beginning in FY 2011, the Fujitsu Group conducted its first employee engagement survey of all of our former international business group*6 employees (some 43,000 persons, in Japan and overseas). It has focused on the degree of employee proactive commitment to (or engagement with) the organization or management and on identifying the elements involved in that commitment. Generally, companies where employees have a high level of engagement tend to achieve superior business results, productivity, and customer satisfaction.

The overall response rate for the FY 2014 survey was 77%. In response to questions related to engagement, such as "Do you feel proud to work at Fujitsu?" on average 64% of employees responded positively (whereas 23% responded "cannot say" and 13% said "no"). Every year, each of our organizations formulates, carries out, and monitors the progress of action plans that take into account the previous year's survey results. In FY 2014, as well, workshops, etc. were held in each organization to actively work toward boosting employee engagement.

In FY 2015, the employee engagement survey will again be conducted and results will be utilized with the aim of creating environments that further enhance employee commitment and support employee initiative.

*6 Former international business group:

This structure ended during our March 2014 organizational changes. At present, all business hubs within the Group are subsumed in their respective regions.

Occupational Safety and Health and Health Management

Health and Safety Policy

Based on the Fujitsu Corporate Values, the Fujitsu Group ensures the safety of employees by providing work environments where people can work in safety and comfort. Furthermore, the Fujitsu Group has set a Health and Safety Policy based on the Fujitsu Corporate Values. The Group's human resource department, health promotion department, and health insurance society work together to create a safe and comfortable working environment and corporate culture, ensuring the health and safety of Fujitsu's employees.

Fujitsu Group's Health and Safety Policy

Ensuring the health and safety of Fujitsu's employees is one of the most important management topics, and it is given the highest priority in all of Fujitsu's business activities.

Efforts to Improve Occupational Safety and Health

The Fujitsu Group aims for zero industrial accidents, and is committed to organizing occupational safety and health activities. To raise awareness for industrial accident prevention, the Fujitsu Group promotes health and safety education within its department and habitually conducts safety drills to prevent falls. Furthermore, from FY2014, the Fujitsu Group conducts voluntary inspections and third party inspections by specialized site surveyors to minimise accident risks at its production sites .

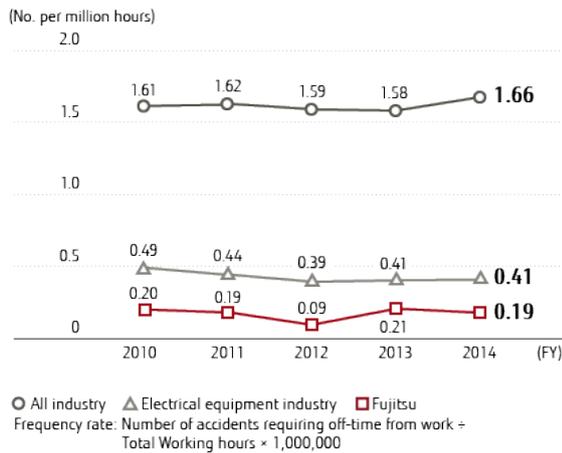
Occupational Safety and Health Promotion System

In Japan, management and the Labor Union have jointly established a Central Safety and Health Committee, which meets annually, and a direction has been established for all employees of Fujitsu Ltd to follow in ensuring labor safety and health. The safety and health management organizations at individual business sites hold monthly meetings of their Safety and Health committees. These committees establish directions suited to the unique characteristics of the business site and work to create safe, healthy workplaces according to the policies related to the Occupational Health and Safety Management System. Each business site's safety and health management organization also performs workplace inspection tours and takes other steps to check for and rectify dangerous locations and factors that may impair health, while conducting risk assessments. Certain business sites have also acquired the international standard certification, OHSAS18001.

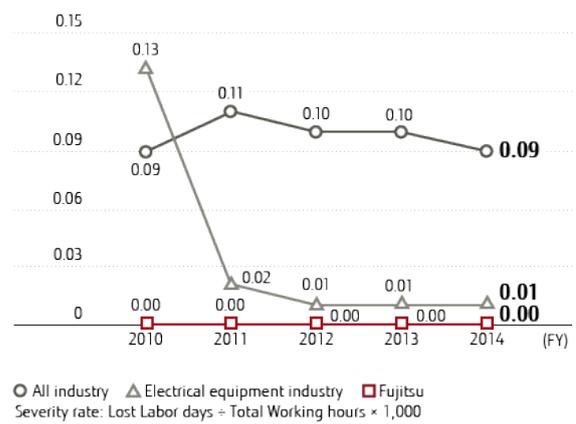
Occurrence of Work-Related Accidents

The accident frequency rate and severity rate have been kept at a level far below the national average.

Frequency Rate Transition (Fujitsu Limited)



Severity Rate Transition (Fujitsu Limited)



Health Management and Enhancement Initiatives

The Fujitsu Group has established Health Promotion Centers and Health Care Centers at each business site and is undertaking activities that seek to maintain or enhance the health of employees and their families, and elevate health literacy (knowledge of health-related matters). Eligibility for health support services includes not only employees and their families but also retirees.

Implementing Health Checkups

The Fujitsu Group conducts annual health checkups, with results made available to employees via a system they can access from their own desk as an added measure to encourage self-management of personal health. In addition, activities aimed at early detection of diseases are undertaken in collaboration with the Fujitsu Health Insurance Organization, and a subsidy system has been created to help defray costs related to gynecological and obstetric examinations, and simple brain and lung checkups.

Efforts to Enhance Health and Fostering a Self-Care Mindset

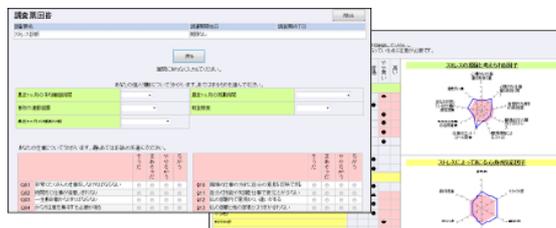
The Fujitsu Group has developed a Health Enhancement Campaign targeting all Group employees. In addition to health consultations for individual employees to help prevent lifestyle-related and mental illnesses, targeted education and health talks are held to enhance mental and physical health. As part of this effort, and to foster a self-care mindset, we hold walk rallies and other health promotion activities, healthy lunch seminars and other dietary education activities, activities aimed at helping employees stop smoking, women's health education activities, and other activities as well.

Mental Health Services

Fujitsu appointed an in-house mental health counselor at an early stage to provide mental health counseling services to employees. In FY 2014, 9 counselors traveled to individual business sites to attend to the mental health care needs of employees. Self care has been enhanced through measures such as stress tests for all employees. 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.

Initiatives for Enhancing Work Engagement

Since FY 2012, the Fujitsu Group has been using a stress test tool developed in-house with questions related to lifestyle and work engagement (realizing increases in vitality through work). The purpose of this tool is to provide data for analyzing issues for future health measures. Advice on organizational stress tests is received from professors at the University of Tokyo, and we work with not only our industrial health staff but also our human resource department to enhance work engagement and invigorate workplaces.



Stress test question forms

Measures to Promote a Healthy Workplace

In December 2014, Fujitsu implemented the Healthy Living Workplace Certification System – Starter Accreditation set by the Forum for Creating a Healthy Living Workplace*, which is jointly established by the Japan Productivity Center and The University of Tokyo Graduate School of Medicine, Department of Mental Health. The Healthy Living Workplace Certification System is a system to evaluate Fujitsu’s policies, future plans, and measures to promote mental health and improve organizational productivity. Fujitsu has achieved stellar results for many of its policies. Its health promotion headquarters plays a key role in providing readily available workplace stress assessment results, covering positive mental health in the various business divisions which helps to create a lively workplace.



These activities have pioneered stress checks that will be implemented with Fujitsu’s Industrial Safety and Health Act amendment in December 2015, and Fujitsu plans to continue such measures.

* Forum for Creating a Healthy Living Workplace:

A new initiative based on a concept of new mental health measures in corporations, proposed at the stakeholder meeting of the Ministry of Health, Labor and Welfare. The goals of the forum are to prevent issues with employees’ mental health, and realize a positive and healthy corporate culture where employees can work happily and contribute to their organization.

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. Since its establishment, the Clinic has also answered the demand for community healthcare, providing medical treatment to local residents. The center conducts various health checkups for employees (about 30,000 people a year) along with the Fujitsu Health Management Center on the premises.

Human Resource and Career Development

Human Resource Development

The employees of Fujitsu Group are our biggest assets, and we believe that each individual is full of potential. Fujitsu is committed to planned and continuous human resource development using various approaches, so that its employees can enhance their abilities and specialties through work to grow as individuals and learn to take on challenges and adapt to the intense changes and competition in society.

Guidelines for Human Resource Development

To develop high-level human resources, the Human Resources Development Unit of the Fujitsu Group collaborates with each business group and Human Resources Unit, and the Group has implemented systematic education programs emphasizing the following four principles.

Four Major Themes of Human Resource Development

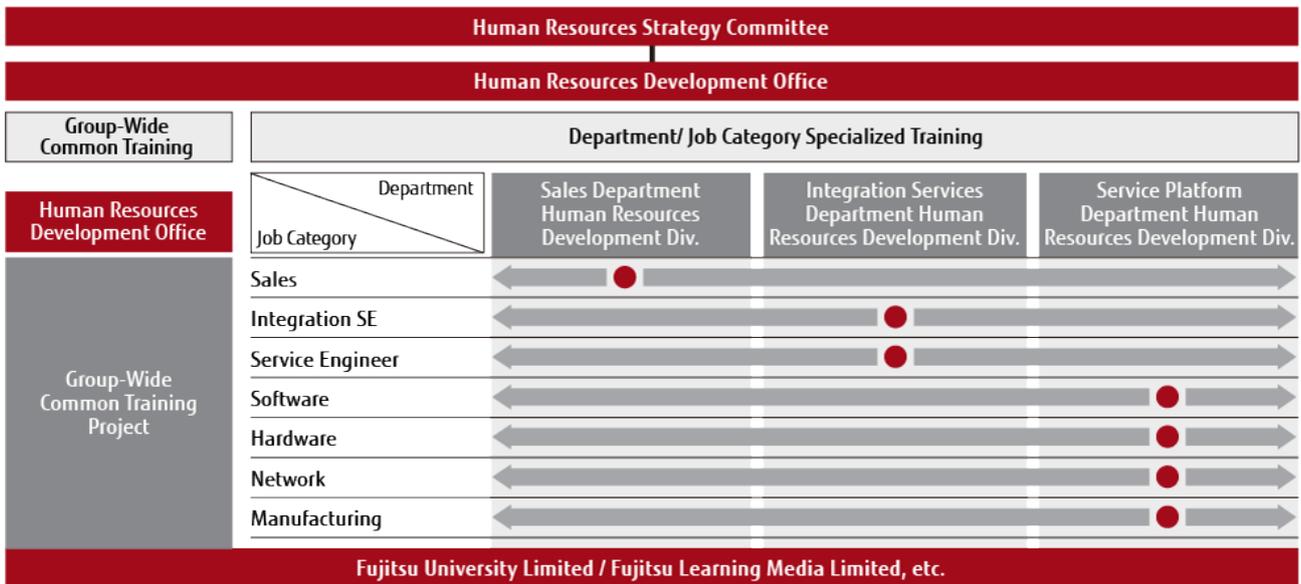


Promotion System

The Fujitsu has established a Human Resources Strategy Committee, comprising executives at the management level and above. The committee regularly discusses Fujitsu's human resources approach for implementing its vision and business strategies. The human resources development office handles the human resources development approaches, as well as common human resources development programs across the entire company. At the human resources development Div., the unit conducts training to enhance the specialization of the employees in the fields they are involved in.

The group companies, Fujitsu University Limited, and Fujitsu Learning Media Limited, both specializing in education, carry out the training sessions.

Human Resources Development System



Measures and Achievements

Educational System

From new employees to executives, we provide common education focused on foundation training for individual positions and roles, as well as specialized training to improve the specialization of various departments and occupations. We also provide self-development support for employees who wish to carry out self-learning. For the foundational training, we incorporate the Management By Belief* ideology across all ranks to provide consistent training.

*Management By Belief:

A new management method concept advocated by Honorary Professor Ikujiro Nonaka of Hitotsubashi University, where all employees engage in their work with a sense of emotional involvement.

Human Resources Development Curriculum

	Common Training				Specialized Training	Self-Development
	Fundamental Business Knowledge	Management/ Role	Leadership	Career		
Officers/Executives		New Officer Training			Training for Expatriates Business Skill Training Technical Skill Training Professional Certification	Self-development Seminar English/Chinese
		Vice President Training		C&L Design Seminar		
		Director Training				
		New Manager Training				
		Evaluator Training				
Ordinary Employees	Pre-Promotion e-learning by Level	Promotional Training by Level	Leadership Training	Basic/Advanced Career Training (Voluntary)		
	2nd Year Training					
	New Employee English Training					
	New Employee Training				New Employee Department Training	

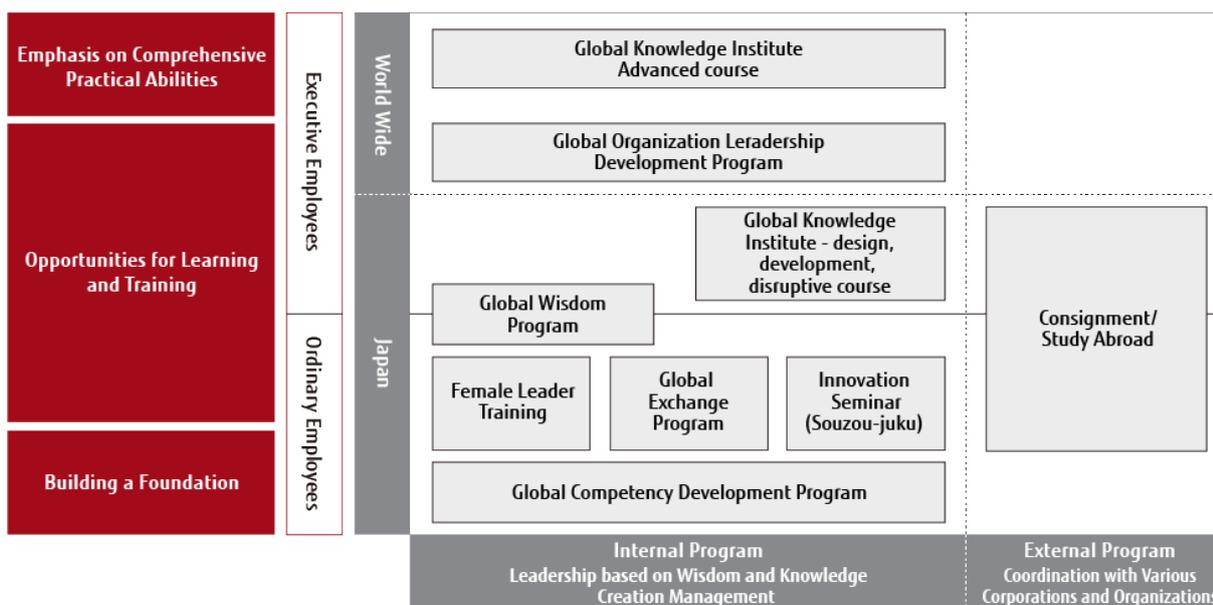
Average Hours Dedicated to Training Per Employee (Fujitsu Limited)

	Executive Employees	Ordinary Employees	Total Average
FY 2013	39.5 Hours	44.3 Hours	43.1 Hours

Global Business Leader Training

With the aim of long-term development, Fujitsu selects personnel with high potential among the young to mid-range employees, and provides opportunities for growth through action learning through practice and experiencing tough situations (being placed in a challenging position) as the pillars of their training. Additionally, to expand its business in the field of innovation, Fujitsu is strengthening its organizational framework and human resources development so as to promote collaboration with various personnel to generate business opportunities.

Development System for Global Business Leaders



At the core of the global leader development are the “Global Knowledge Institute Advanced course (GKI/A)” and “Global Knowledge Institute – design, development, disruptive course (GKI-d),” both started in 2000, with a total of over 1,000 graduates as of FY2014 in Japan and abroad.



GKI/A Discussion

Efforts for Global Human Resource Development to Meet Demands in the Field

In addition to group-wide efforts, Fujitsu is carrying out global human resource development at each department with an emphasis on specialization closer to their respective fields.

Sales Department	Fujitsu is carrying out hands-on training via short-term location training and facility stationing experience. [9 employees in 2014, scheduled to grow to 40 employees in FY2015] An e-learning/collective training course to enhance global communication abilities is scheduled for FY2015.
Integration Services Department	Fujitsu is implementing various training adjusted to each employee's TOEIC levels to develop global business practitioners. Additionally, they are conducting overseas business trips (OJT) to overseas business facilities for selected trainees. [FY2014 282 trainees, 15 overseas business trips (OJT) trainees]
Service Platform Department	Fujitsu has dispatched employees to overseas business facilities and incubators for the short term to accelerate the development of employees with global experience and values amongst the rapidly changing industry structure and market [37 employees in FY2014].
Global Corporate Department	Fujitsu is carrying out overseas dispatching focusing on various fields of expertise, such as dispatching employees from the legal department to overseas law schools, as well as employees from the intellectual property department to overseas patent firms.

Promoting Professionalism

1. Professional Certification System

At the Fujitsu Group, we have established a certification system for professionals to develop in various specialized fields. Every year, a screening process takes place via an essay-writing exercise and interviews. In addition to new certifications, we hold regular screenings for certificate renewals to help employees retain their skills.

Furthermore, certified employees engage in community activities in various categories to further enhance their own skills, distribute information, and mentor their successors.

Professional Certification Categories (FY 2014, including group companies)

- **Sales: 318 certified employees**
Strategy/Account Management/Solutions
- **System Engineers: 1,901 certified employees**
Consulting/Project Management/Business Architecture/IT Architecture/Service Management/Quality Management/Product Architecture/IP Management
- **Engineers: 462 certified employees**
Product Planning/Architecture Development/Hardware and Firmware Development/Software Development/Manufacturing and Production Skills/Quality Assurance Skills

2. Security Meister Certification System

In this modern age, the threat of cyber attacks is diversifying and advancing. As part of its efforts to protect its customers' information assets, Fujitsu selects and certifies technicians with high technical skills, and deploys them to the field. In the certification system, Fujitsu has defined 3 regions and 15 types of human resource models to meet the needs of the field, and holds specialized educational courses for each human resource model. Fujitsu has also developed a new technician development program incorporating the cyber range. Furthermore, through the sharing of knowledge among experts, Fujitsu increases the skills of certified technicians even after certification.

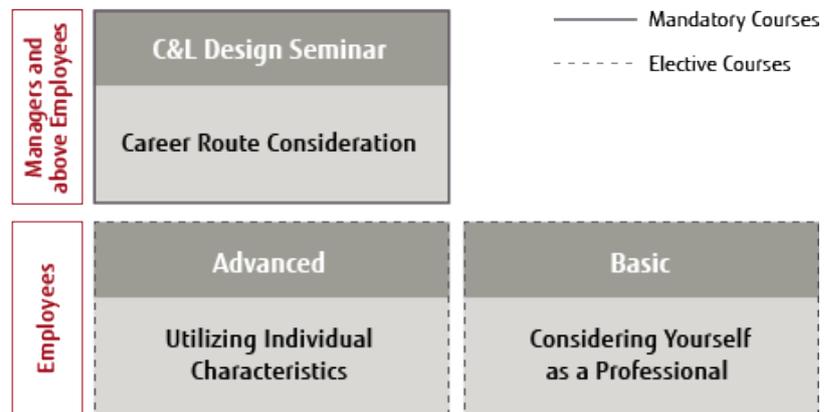
Career Development Support

The Fujitsu Group has established specific organizations to support the self-initiated career development of employees.

Career Seminar

In collaboration with organizations specializing in education, Fujitsu hosts career seminars for all employees including managers to plan their career paths, with annual attendees exceeding over 1,000.

Career Seminar System



Career Counseling

Fujitsu provides counseling by a specialized career counselor for employees who wish to expand their career options or are considering options to excel externally.

Internal Recruiting Program/Free Agent (FA) Program

To help employees choose the direction of their careers, Fujitsu has established the following measures and aims to create a stimulating corporate culture, self-initiated career promotion, and optimal placement of employees by providing employees additional career-advancing opportunities.

Internal Recruiting Program

The Fujitsu Group's internal recruiting program posts job openings and target employee qualifications on our intranet, with the openings categorized by projects in fields in need of stronger personnel, focused reinforcement, etc. Widely soliciting employees across the Group for job posts leads to more active utilization of our human resources and greater discovery of employee skills and talents that are not as readily accessed through our primary employee placement system. The in-house promotion program has been implemented twice annually since 1993 and is now firmly established. To date, approximately 3,000 employees (as of the end of FY 2014) have changed positions through this program.

Free Agent (FA) Program

In addition to the in-house promotion program, the Group also has a program that puts more emphasis on an employee's own goals and volition, allowing employees to choose on their own to apply for a different position. The program gives the opportunity to move into a desired position or department, provided that the employee has a specified level of experience. This program has been implemented once a year since 2003 and approximately 600 employees (as of the end of FY 2014) have transferred positions as a result.

Active Support of Senior Employees

In addition to the above, employees who wish to seek opportunity outside of Fujitsu are changing careers and succeeding in the new companies/organizations, with the support from our specialized career counselors.

Furthermore, with the post-retirement re-employment system, Fujitsu caters flexibly to the varied needs of seniors, such as providing work-life balance and nursing care.

List of Employee related Indicators

*Items listed in the third party verification report.

Employees in Fujitsu group

		FY 2012	FY 2013	FY 2014	GRI
Number of employees by region*	Total	168,733	162,393	158,846	G4-9, 10
	Japan	104,236	101,036	99,355	
	Asia	25,865	25,983	17,956	
	Oceania			4,145	
	The Americas	7,906	7,900	7,903	
	EMEIA	30,726	27,474	29,487	
Number of Employees by Type of Contract (person)	Full-time	168,733	162,393	158,846	
	Non Full-time*	17,941	17,448	17,103	

* Including fixed term employees (contracted, part-time, etc.) and excluding dispatched workers.

Board of Directors (As of June 22, 2015)

		FY 2012	FY 2013	FY 2014	GRI
Directors*	Total	12	11	12	G4-LA12
	Male	11	10	10	
	Female	1	1	2	
Outside directors		4	4	6	
Non-Japanese directors		0	0	1	

Diversity (Fujitsu Limited)

		FY 2012	FY 2013	FY 2014	GRI	
Number of employees*		Total	25,426	25,616	25,627	G4-LA12
Average age*			42.2	42.9	43.3	
Number of employees by age group*	Under 30	3,027	3,128	3,114		
	30-49	17,090	16,604	15,900		
	50 and over	5,309	5,884	6,613		
Number of employees by gender (person) *	Male	21,626	21,702	21,668		
	Female	3,800	3,914	3,959		
Ratio of female employees (%)			14.9%	15.3%	15.4%	
Ratio of female managers (%)*			4.00%	4.30%	4.60%	
Number of non-Japanese employees (person)			218	229	240	
Trend in employment rate of people with disabilities (%)* (counted in every June)			2.00%	1.96%	1.94%	

Employment (Fujitsu Limited)

		FY 2012	FY 2013	FY 2014	GRI
Hiring of Recent College Graduates (person)*	Total	540	540	500	G4-LA1
	Engineering	370	370	350	
	Non-engineering	170	170	150	
Average year of service*	Total	18.5	19.6	20	
	Male	18.9	20	20.4	
	Female	16.3	17.3	17.8	

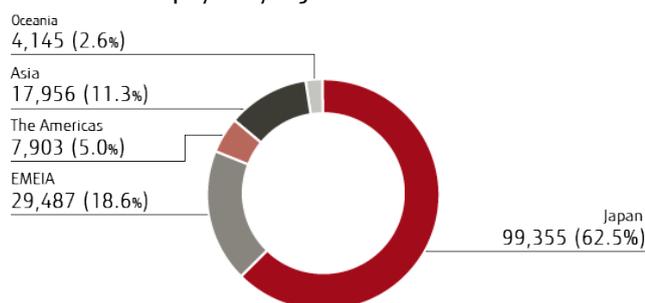
Using the Care Leave and Short Work Hours system (Fujitsu Limited)

		FY 2012	FY 2013	FY 2014	GRI
Number of employees using child care leave*	Total	186	248	271	G4-LA3
	Male	4	5	22	
	Female	182	243	249	
Return to work rate after child care leave (%)		99.1%	98%	100%	
Continuous work rate after child care leave (%)		-	100%	97%	
Number of employees using family care leave*	Total	6	8	10	
	Male	4	5	0	
	Female	2	3	10	
Return to work rate after family care leave (%)		-	100%	100%	
Continuous work rate after family care leave (%)		-	100%	100%	
Reduced working hours (child care)*	Total	539	567	585	
	Male	13	20	18	
	Female	526	547	567	
Reduced working hours (family care)*	Total	5	5	4	
	Male	0	5	0	
	Female	5	0	4	
Paternity leave*		510	503	496	

Occupational Safety and Health (Fujitsu Limited)

	FY 2012	FY 2013	FY 2014	GRI
Frequency rate*	0.09	0.21	0.19	G4-LA6
Severity (rate)	0.000	0.002	0.002	

The Number of Employees by Region



The Number of Employees

