



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.

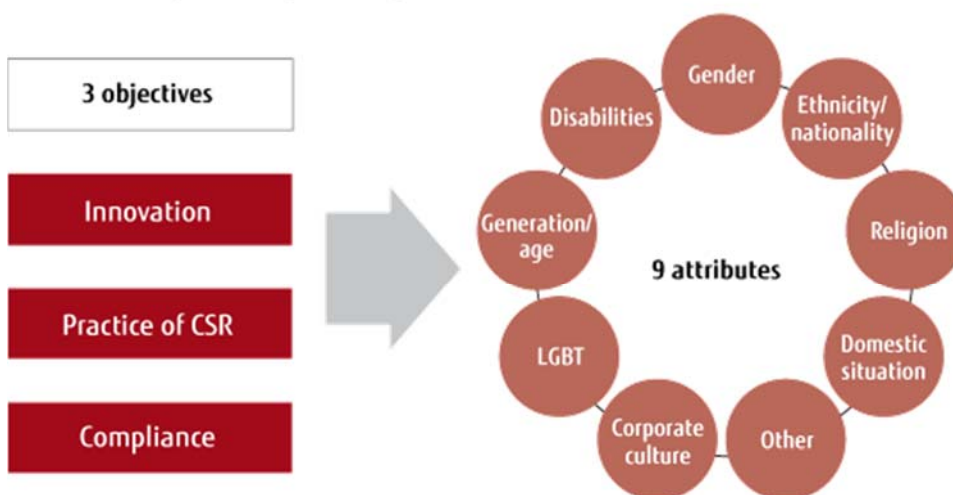
Diversity and Inclusion Policies

Based on the statement "We respect diversity and support individual growth" in the Corporate Values of the Fujitsu Way, in 2014 the Fujitsu Group organized its policies on diversity and inclusion as follows, and is working as a Group to further promote these.

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.)

In 2008, Fujitsu set up the Diversity Promotion Office as an organization to promote activities aimed at respect for diversity. 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



Four items to be addressed



Three main activities



Targets and Primary Measures






	Period	Target	Primary Measures to Address Targets
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 minorities
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"> • Implement specially designed activities to address issues and needs in different divisions and positions • 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

In addition to working on targets specific to Stages 1, 2, and 3, we are also implementing the following measures across all three Stages.

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 - Interviews with top management and meetings with experts - 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	[Measures to promote active participation by women] <ul style="list-style-type: none"> - Female Leadership Development Program (for female leaders) - Career Workshop for Female Employees (for female leaders) - Career Development Seminar (for female leaders, primarily younger employees) - Diversity mentors (GM class) - Networking events (by position/area)
	[Measures to support the disabled] <ul style="list-style-type: none"> - Forum for employees with disabilities - Establishment of special subsidiaries - Expansion/publication of the Work Style Guidelines
	[Measures for foreign national employees in Japan] <ul style="list-style-type: none"> - Forum for foreign national employees in Japan - Seminar for department heads managing foreign national employees - Employment-support website for foreign national employees
	[Support for employees with time limitations] <ul style="list-style-type: none"> - Forum for employees with younger children - Forum for supervisors of employees with younger children - Seminar for establishing a better understanding of infants, toddlers, and employees raising small children - Seminar on finding a balance between work and nursing care
	[LGBT-related measures] <ul style="list-style-type: none"> - Expansion of the scope of internal systems - Seminar on LGBT issues
Reform of way of working	<ul style="list-style-type: none"> - Seminars on reforming ways of working (childcare/nursing care and childcare-conscious bosses, etc.) - Workshop on reforming ways of working through digital technology

Accolades

Recognition in the Diversity Management Selection 100 Program (FY2013) The Japanese Ministry of Economy, Trade and Industry recognized Fujitsu as a company that engages in management practices that generate innovation and create value by promoting diversity and utilizing a diverse mix of human resources.	
Platinum Kurumin certification (FY2015) The Minister of Health, Labour and Welfare gave Fujitsu special certification as a company that supports families raising children.	
Selection as a Nadeshiko Brand (FY2015) The Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange selected Fujitsu as a FY2015 "Nadeshiko Brand," a designation recognizing enterprises that work to empower women in the workplace.	
Eruboshi (Level 3) certification (FY2016) The Minister of Health, Labour and Welfare, under the provisions of the Act on Promotion of Women's Participation and Advancement in the Workplace, certified Fujitsu as a company demonstrating excellent performance in promoting the active participation of women, etc.	
PRIDE Index Gold Award (FY2016) Work with Pride, a private organization, named Fujitsu a recipient of a PRIDE Index Gold Award, which recognizes companies that satisfy all elements of the "Pride Index"-Japan's first index to evaluate LGBT-related efforts by corporations, etc.	

Supporting the Active Participation of Female Employees

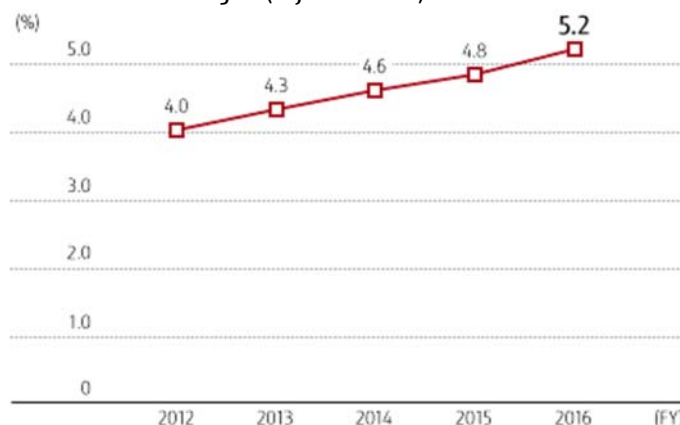
As an immediate high-priority issue, Fujitsu is setting quantitative targets to reliably create significant numbers of female managers, while promoting activities to achieve these targets.

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.

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.

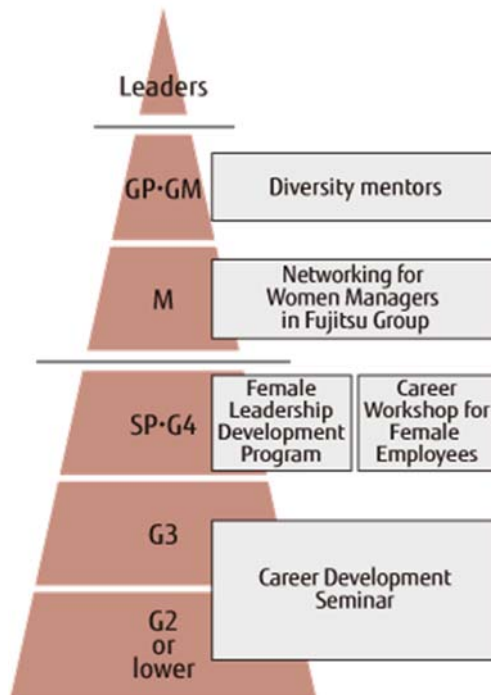
Note that we use the same recruitment standards regardless of gender with respect to promotion of managers at Fujitsu.

Trends in Women Managers (Fujitsu Limited)

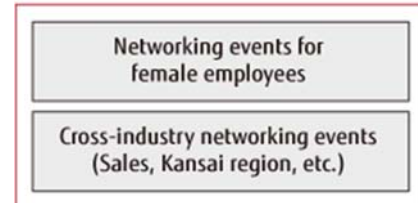


Measures Aimed at Promoting Active Participation by Women

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.

Over 60% of all program graduates have already earned promotions, an achievement that testifies to the program's importance in helping women flourish.



Scene from team exercise

Career Workshop for Female Employees

One of Fujitsu's new measures for FY2016 was the Career Workshop for Female Employees, which gave a select group of employees a valuable opportunity to develop their careers.

Tailored to leadership class-ranking female employees at various sites, the program brought participants together for conversations with several role models and discussions with top management in an effort to help women secure appointments and promotions. Participating in the program allows female employees to dispel their own preconceived notions of executive appointments, broaden their career options, and nurture the kind of far-reaching perspective that higher-ranking positions demand.

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.

Participation in the Kanagawa Women's Activity Support Group

In November 2015, Fujitsu became one of the supporting companies of the Kanagawa Women's Activity Support Group, an entity consisting of top officials from local governments (Kanagawa Prefecture), companies, universities, and other organizations to support women's activities. In this initiative, supporting members communicate the related initiatives of their own organizations in the form of declarations of conduct, with the aim of generating a movement to support women's activities in society overall.

All members of the support group are men, selected from top management of companies that are headquartered in Kanagawa or have major workplaces in the Prefecture, and that are proactive in initiatives to help women exert their capabilities and be active. In FY2015, the group consisted of top management from 10 corporations and was headed by the Prefectural Governor.

At the formation ceremony on November 5, Fujitsu President Tanaka delivered a declaration of conduct aimed at expansion of the movement to promote activity by women.

Welcoming 10 new member companies in FY2016, the group will continue to energize its activities.



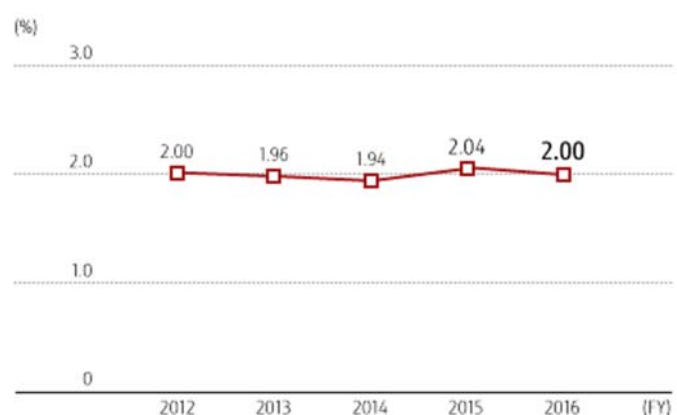
Action Declaration

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

Trends in Employment Rate of People with Disabilities



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

Fujitsu holds forums aimed at supporting the active participation of employees with disabilities. In FY2015, to address the "reasonable accommodation" mandated by the Act on the Elimination of Discrimination against Persons with Disabilities and the Handicapped Person's Employment Promotion Law (Amended) in April 2016, we conducted lectures and workshops to facilitate understanding of basic stances for both disabled persons and the members who work with them.

Establishing Special Subsidiaries^{*1} 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.

^{*1} 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.



Work in progress at Fujitsu Harmony Limited

Special subsidiaries of the Fujitsu Group

Company name	Establishment	People with disabilities	Main work	Workplace
Fujitsu FSAS & Sun LTD.	1995	30	Repair of ATMs, PCs, circuit boards; other work related to Fujitsu's maintenance services	Beppu
Fsol Act LIMITED	2011	43	Data management, recycling, cleaning, in-facility delivery, health-keeping	Bunkyo Ward, Aomori, Sapporo, Nagano, Sendai, Niigata, Omiya
Fujitsu Harmony Limited	2013	23	Creation of PDF documents, document disposal, recycling, miscellaneous support	Kawasaki, Numazu
Fujitsu FMCS Challenged Ltd.	2014	8	Office support work, printing / binding, document disposal, in-facility delivery	Yokohama

^{*} As of April 1, 2017, Fujitsu absorbed Fsol Act and Fujitsu FMCS Challenged into Fujitsu Harmony.

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. As a new policy measure in FY2015, we held a networking event for female executives in domestic Group companies, attended by 50 female executives from Fujitsu and Group companies.

At venues including our Global Director's Meeting for Human Resources Conference, we share the status of progress and best practices in each company and region while communicating our Group-wide policies on diversity and inclusion, with the aim of further strengthening collaboration.

Creating Good Working Conditions

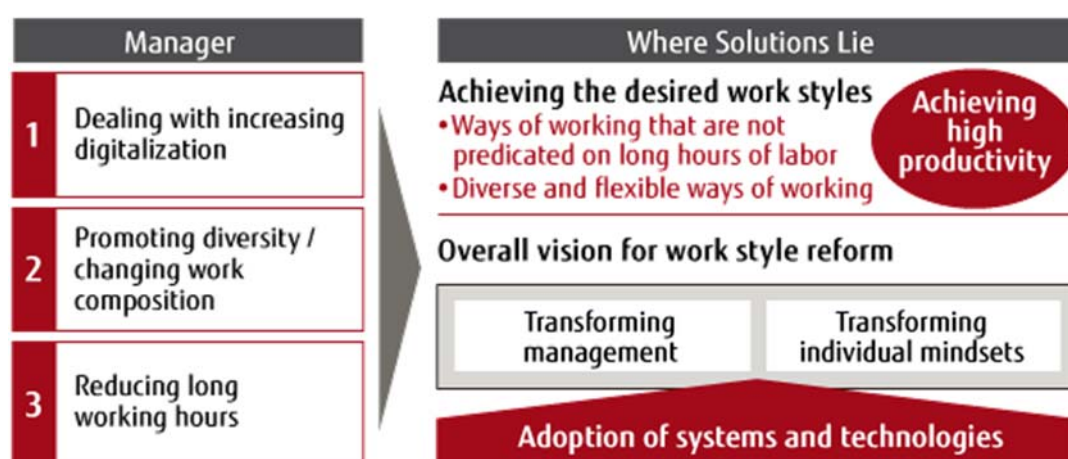
Workstyle Transformation

Policies and Goals

The issues around current ways of working include increasing digitalization and diversity, changing work-related tasks and reducing long working hours. The solutions to these issues concerning how people work, lie in achieving increased productivity through ways of working that are not predicated on long hours of labor and that are diverse and flexible.

To reach this goal, Fujitsu is reviewing its internal systems, using the latest ICT to enable changes to management practices and to transform the mindsets of individual employees.

Issues with Current Way of Working and Where the Solutions Lie



Promoting Diverse Work Styles

1. Commitment by senior management

Through the President's message on Workstyle Transformation, Fujitsu is promoting innovation in workstyles from the top down.

Fujitsu has also established a Committee to Promote the Transformation in Ways of Working to promote transformation within the Group

2. Formulation of Workstyle Transformation implementation plans for each division/ unit

Our initiatives for transforming ways of working are being driven by the heads of various divisions and units within Fujitsu. Specifically, these efforts involve all the divisions and units drawing up plans for independent, constructive workstyle transformations that take into account the characteristics of their work-related tasks and customers' individual circumstances.

To assist with this Workstyle Transformation in the workplace, the corporate divisions are undertaking systemic reviews and enhancing environmental factors, such as through the provision of ICT tools.

Providing Environments

So that each and every one of our employees can work efficiently to create even higher added value, Fujitsu is endeavoring to create a workplace environment that supports a diverse range of employees. This includes the introduction of a telework system and options for employees whose circumstances involve childcare or nursing commitments.

Turnover Rate (Fujitsu)



1. Fujitsu Telework System

In April 2017, Fujitsu formally introduced a telework system that allows for flexible ways of working that are not tied to a specific location. This system is available to all 35,000 Fujitsu employees in Japan and includes working from home or a satellite office as well as working during business trips.

The introduction of the system was preceded by a series of explanatory briefings.

Telework System

Telework System	
Applicable workers/ workplaces	Applies to entire organizations and targets employees looking to work autonomously or in a planned way.
Frequency	There is no limit on how many times this option can be used. However, full-day teleworking is limited to twice per week initially.
Rules of use	Strict adherence to prior notification of the immediate supervisor/manager. Reporting on a work plan with start/end times and targets achieved.
Rules outside working hours	Teleworking is generally not permitted on holidays or during the night. Full-day teleworking shall be no more than 8 hours.

• Goals of the system

- To boost individual productivity and maximize the benefits of team work
- To build an environment that supports continued participation by a diverse range of staff
- To ensure business continuity and rapid responses to disasters

2. 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.

In FY2016, we continued hosting forums for Fujitsu and Group company supervisors who manage employees with children, as well as forums for Fujitsu and Group company employees who have returned to work during the past year after taking maternity or childcare leave. Since FY2016, qualifying workers have been required to attend returning workers' forums, which have included health advice from public health nurses, presentations by female executives with experience in child-raising, and talks and group discussions with external speakers.

The number of forums being held for company supervisors who manage employees raising children has been increased to promote better management of diversity. These forums have served as a venue for talks by the Health Promotion Division on the particular needs of female employees raising children, as well as group discussions and talks on management-related issues by invited speakers. As a new initiative in FY2016, we also held a 'Seminar on understanding infants and employees responsible for infants' focusing on infant illnesses and injuries, with practicing paediatricians attending as guests. It was recommended that employees raising children attend this seminar together with their immediate managers to promote mutual understanding in the workplace.

*1 Action plans:

Fujitsu has implemented action plans from 2005, and is now implementing the fifth action plan (July 1, 2015 to March 31, 2018).

- 5th Action Plan (5 KB)

<http://www.fujitsu.com/jp/documents/about/csr/employees/system/season-5-action-plan.pdf>

We formulate action plans based on Japan's Law for Measures to Support the Development of the Next Generation in Japan. Among companies that have acquired the "Kurumin" certification mark, we received "Platinum Kurumin" certification in November 2015 from the Minister of Health, Labour and Welfare, for our advanced initiatives in balancing life and work.



3. Nursing Care

With regard to nursing care, we renamed our current Family Care Leave system as the 'Family Care & Preparatory Leave' system to clarify the aims and role of the leave period offered, in preparation for returning to work.

We also revamped the content of our existing seminars on balancing work and nursing care commitments, and in FY2016 trialed basic seminars offering a course in the basics of nursing care. In the upcoming fiscal year, these seminars will be formalized and made more widely available, and other opportunities will be offered that will provide information catering to a range of needs.

**Number of Employees Using the Care Leave Support System
(FY 2016, Fujitsu Limited)**

System	Total ^{*2}	Men	Women
Child care leave	336	38	298
Family care leave	14	10	4
Reduced working hours (child care)	789	16	773
Reduced working hours (family care)	17	7	10
Paternity leave	482	482	-

^{*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 women.

Return to Work Rate/Continuous Work Rate after Child Care or Family Care Leave (FY 2016, Fujitsu Limited)

System	Return to work rate	Continuous work rate ^{*3}
Child care leave	98.5%	98.2%
Family care leave	100%	97.1%

^{*3} Continuous work rate:

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

4. 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 2015, we held forums in the Keihin region, focusing on the theme of remote nursing care, to call appropriate attention for both work and nursing care needs. These forums consisted of talks and group discussions and were intended to give all employees 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.

In FY2016, Fujitsu held workshops on the topic of work style reform through digitalization. The venue for these workshops was the FUJITSU Digital Transformation Center, which offers the very latest in ICT. Employees from various divisions took part in the workshops and were involved in discussions on ways to further boost productivity by adopting more diverse work styles.

- FUJITSU Digital Transformation Center

<http://www.fujitsu.com/jp/about/corporate/facilities/dtc/>

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 a telework system aimed at diverse work practices
- Adjustment of work style and rest style according to busyness of work

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.

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. (The Fujitsu Labor Union membership rate 76%(*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

Issues and Solutions for China's 'Two Child Policy'

At a meeting in October 2015, the Chinese Communist Party announced the nationwide 'two-child' policy to create a more balanced population and to actively develop measures for dealing with an aging population. On January 1, 2016, the Population and Family Planning Law of the People's Republic of China was revised accordingly. This is a major change that abolishes the 'one-child policy' that has been in force since the 1970s and encourages China's citizens to have two children. As a result, generous maternity leave will be afforded to female employees, while spouses will also be granted leave to attend the birth.

In this sort of environment, issues arise around career development for employees after they return from maternity leave and around maintaining and improving their motivation. Thought must also be given to ways of promoting multi-tasking by staff redeployed to positions left vacant when employees take maternity leave, or to the hiring of new staff.

At Fujitsu Group companies in China affected by these issues, a Group-wide working group is inviting external experts to give

presentations on the key aspects of the legislative changes and points to consider when addressing those changes. These talks are accompanied by discussions and dialogue sessions to consider the problems and how best to deal with them. Fujitsu will continue to pursue initiatives to maintain and boost staff motivation by providing a comfortable and flexible working environment for employees and by supporting employee education and career growth.

■ 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.

We have been gradually introducing our Employee Engagement Survey in Japan since FY2002, and outside Japan we began conducting the survey across all our overseas Group companies in FY2011.

The same survey was conducted comprehensively both in Japan and overseas for the first time in FY2016. The survey targeted around 71,000 employees at 79 Group companies in Japan (including some 26,000 Fujitsu staff), while 41,000 overseas employees were surveyed, primarily at Group companies. A total of 104,000 Japanese and overseas employees responded to the survey. The survey response rate was 88% in Japan, 71% overseas and 82% globally.

The global consistency of the survey means that we can now both compare regions within the Fujitsu Group and also benchmark ourselves against our competitors in each country and region. Based on analysis of the results, we have identified issues specific to countries and regions, and to divisions and occupations, and are now working toward improving management and reforming our organizational culture.

■ Response Trends

Questions relating to engagement, such as "I feel proud to work for Fujitsu" attracted positive responses from 60% of our employees ("Neither agree nor disagree": 28%; negative responses: 12%).

The increase in positive respondents overseas compared with previous years included a rise in responses such as "I receive praise when I do a good job." and "I am treated with respect as an individual", indicating progress in our improvements to the organizational culture in the workplace.

In Japan also, there was an increase in responses such as "I am treated with respect as an individual".

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

The Fujitsu Group has established a Central Safety and Health Committee, comprising the directors responsible for the Human Resources Unit, and the Health Promotion Unit, representatives from the Labor Union, and other parties, to coordinate the safety and health committees in place at individual business sites. Meeting yearly, the Central Safety and Health Committee discusses accidents that have occurred at business sites, works to develop measures for preventing accidents, reports to and shares information with management and business sites, and formulates Group-wide policies on occupational 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.

Medium-Term Plan (FY2013–FY2018)

In light of current issues and the 12th Industrial Accident Prevention Plan (issued by the Ministry of Health, Labour and Welfare), the Fujitsu Group focuses on implementing the following policies.

- (1) Industrial accident prevention policies
 - (a) Promote measures to prevent industrial accidents
 - (b) Validate efforts to prevent industrial accidents at manufacturing sites

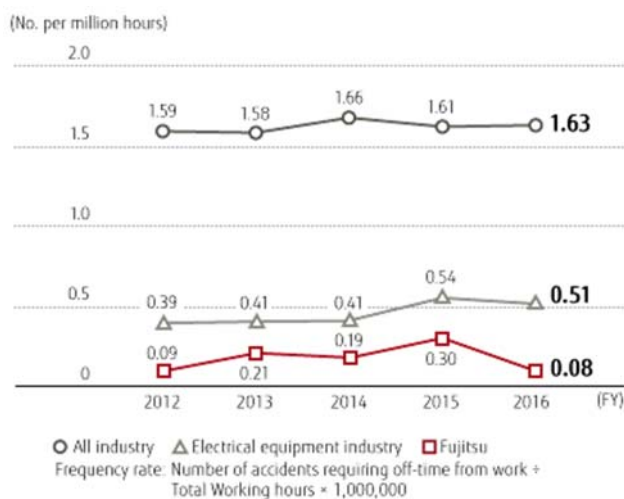
(2) Health maintenance/enhancement policies

- (a) Promote measures to improve mental health
- (b) Promote measures to prevent lifestyle-related diseases, etc.
- (c) Promote measures to prevent passive smoking

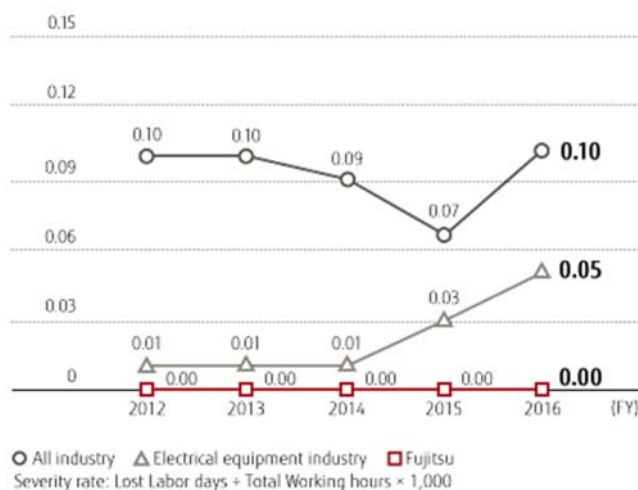
Occurrence of Work-Related Accidents

The accident frequency rate and severity rate have been kept at a level far below the national average. Falls were the most common type of work-related accidents that occurred in 2016. There were zero work-related deaths.

Frequency Rate Transition (Fujitsu Limited)



Severity Rate Transition (Fujitsu Limited)



Initiatives Overseas

The Occupational Health and Safety Group for the EMEA Region is currently implementing a comprehensive approach to ensure proper compliance and enhance preventive measures in the field of occupational safety and health.

Embracing the spirit of the World Day for Safety and Health at Work, an annual initiative by the International Labour Organization (ILO), the EMEA Region strives to raise awareness and cultivate a stronger understanding of its employees' occupational safety and health on a far-reaching basis. In FY2017, the Region is working to encourage the prevention of industrial accidents by focusing on collecting and utilizing industrial accident data. Another objective is to implement a cross-sectional incident management system by the end of the fiscal year.

Having laid out these specific policies and other objectives in FY2016 as medium-term goals, the EMEA Region is now working to cultivate a culture intolerant of industrial accidents by bolstering its governance structure, establishing management systems, training human resources, and encouraging skill development.

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 Safety and Health Education

The Fujitsu Group provides all of its employees with valuable opportunities to learn about and develop a stronger awareness of safety and health-related issues. To ensure that educational programs meet specific needs, the Group also tailors its offerings to workplace environments at specific business sites.

Education and training activities (ex.)

- Safety and health education for new employees (approx. 1,200 employees/year)
- Mental health education for employees receiving promotions (approx. 1,300 employees/year)
- Online mental health e-Learning program (approx. 800 employees/year)
- Workplace management training for executives (approx. 1,800 employees; once every three years)
- Safety and health education at individual business sites (approx. 800 employees/year at major business sites in the Tokyo-Yokohama area, for example)

Promoting Health Checkups

The Fujitsu Group conducts regular health checkups, which cover the items required by law and a variety of test items designed for different age groups. In addition to receiving feedback on their results from the Group's industrial physicians and industrial health staff, employees can manage their own health even more effectively by viewing results via a system that they can access from their own desks. In addition, the Group collaborates with the Fujitsu Health Insurance Organization to help detect diseases early by offering free gynecological and obstetric examinations and providing subsidies to defray the costs of brain and lung checkups.

Efforts to Enhance Health and Foster a Self-Care Mindset

The Fujitsu Group is actively working to improve health literacy. In addition to offering consultations (both in person and by phone) to help prevent lifestyle-related and mental illnesses, the Group also organizes various seminars, health-related lectures, and other activities that encourage employees to take good care of their physical and mental well-being.

The Group also holds walk rallies and other activities to promote exercise, provides support for health-oriented events, and offers healthy lunch seminars. These activities are part of a wide-ranging initiative that not only encourages exercise, healthy eating, and good sleep habits but also aims to help employees quit smoking and provide education on women's health.

Mental Health Services

Fujitsu has an in-house mental health support office, and full-time psychiatrists and counselors offer consultations and counseling services, provide occupational support for individuals with mental health issues, help prevent relapses, and engage in various forms of mental health education.

As the government gears up to create legal frameworks requiring stress checks, the Fujitsu Group has taken the initiative to implement its own stress check system, help employees enhance their own self care through diagnostic measures, provide management with feedback on organizational diagnostics, and coordinate with ES studies to improve and enliven the organizational climate. To take follow-up measures in response to stress check results, the Group has trained specialists provide employees with educational programs and workshops on line care and self care. More and more sites are making effective use of mental health-related findings, which provide a powerful impetus for making independent, self-motivated improvements to workplace environments.

Efforts to Safeguard against Infectious Diseases

To keep its employees safe from infectious diseases ranging from new strains of influenza to tuberculosis and HIV, Fujitsu offers health consultation services and provides employees with relevant information on a timely basis. The health consultations do not include any HIV antibody tests, as the Fujitsu Group is committed to ensuring the privacy of infected individuals.

Initiatives for Enhancing Work Engagement

Since FY 2012, the Fujitsu Group has been using a stress check 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 check 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*1, 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.

Health Management Initiatives

In February 2017, the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi certified Fujitsu one of the "White 500 Health and Productivity Enterprises", a designation recognizing companies that make strategic efforts to improve employee health management as an important part of their management operations.



2017
健康経営優良法人
Health and productivity
ホワイト500

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 Development and Career Design

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 the challenges of transformation, and adapt to the intense changes and competition in society.

Guidelines for Human Resource Development

To develop high-level human resource, 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

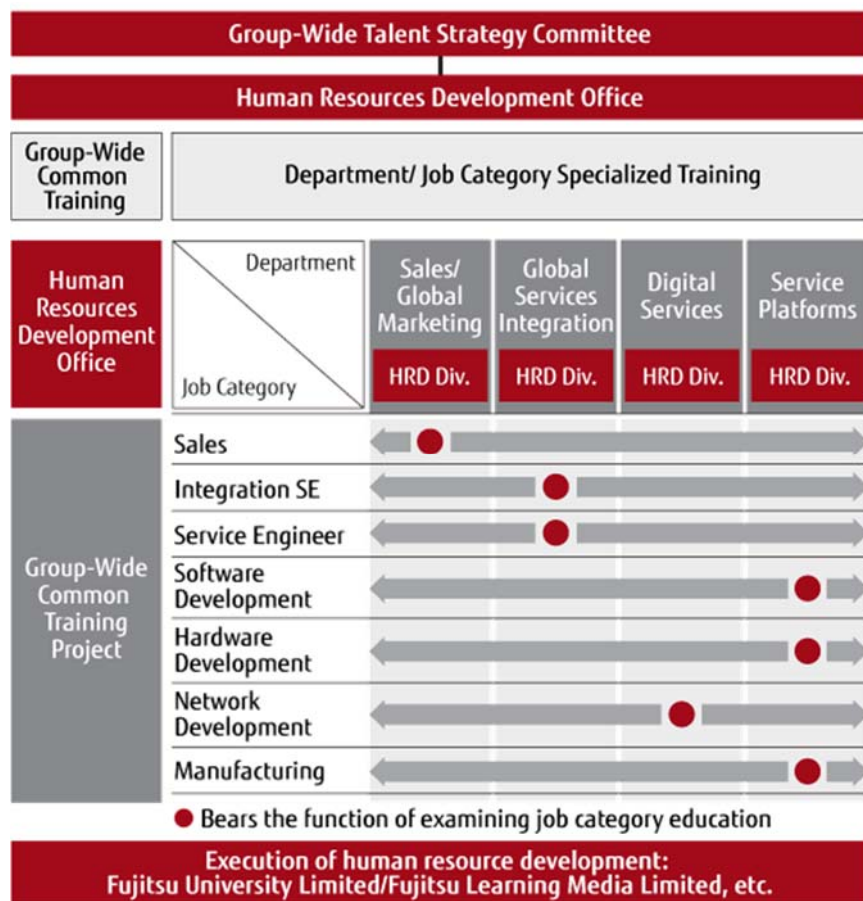


Promotion System

The Fujitsu has established a Group-Wide Talent Strategy Committee, comprising executives at the management level and above. The committee regularly discusses Fujitsu's human resource approach for implementing its vision and business strategies. Under the policies of the Group-Wide Talent Strategy Committee, the human resource development explores priority measures, works on frameworks for implementing measures, handles other related tasks, and designs common human resource development programs for the entire company. Each unit has a human resource development division, which conducts training for the unit and related Group companies in Japan to enhance the specializations that employees need for their respective business domains.

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

Human Resource Development System



Measures and Achievements

Educational System

For all employees at Fujitsu Group companies in Japan, 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 our rank-specific training programs, which represent a major component of our common training framework, we incorporate the Management By Belief* ideology across all ranks to provide consistent training.

Our unit for implementing human resource development, meanwhile, uses questionnaires from various training programs, the latest educational methods, and other resource to improve our training offerings on a continuing basis.

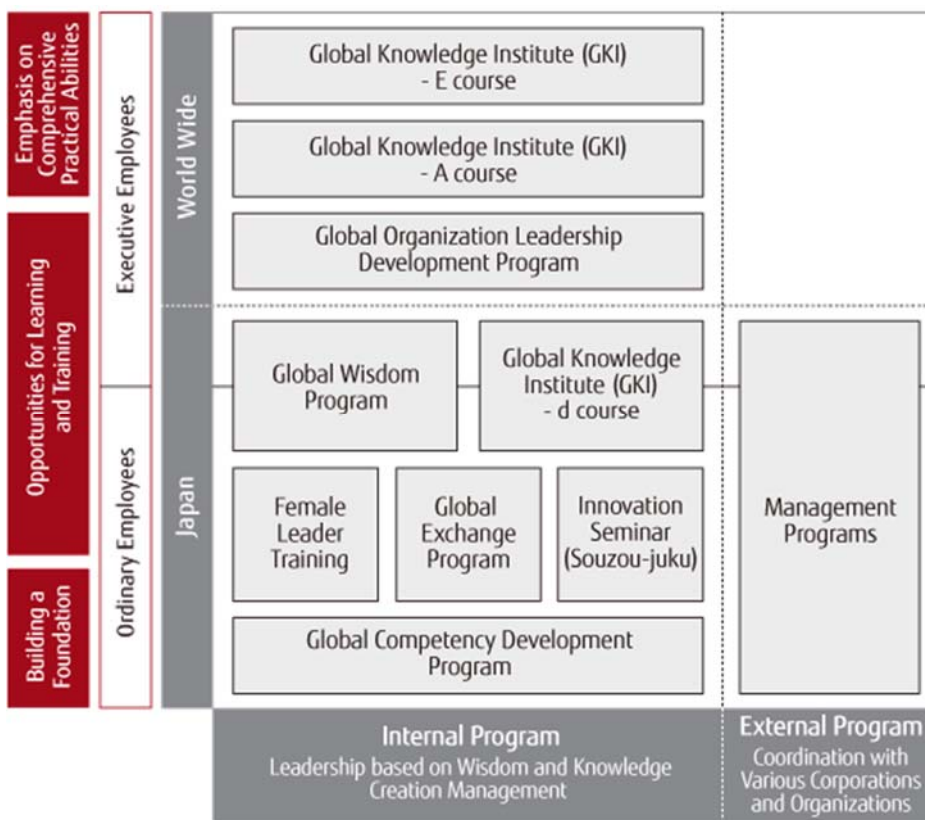
*Management By Belief:

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.

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 resource 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-A course" and "Global Knowledge Institute-D course," both started in 2000, with a total of over 1,000 graduates as of FY2016 in Japan and abroad.

Course graduates are driving innovation in a wide variety of fields, with executives leading management initiatives for the Fujitsu Group and business leaders continuing to create new business with customers.



GKI-A President's Session

Efforts to Develop Human Resource in Accordance with the Management Strategy

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

Sales	<p>Fujitsu is making the following efforts to enhance sales coordination on a global scale.</p> <ol style="list-style-type: none"> 1. Fujitsu conducts training programs at its domestic and overseas sales sites to help employees experience and gain a firsthand understanding of each other's real business situation and nurture a Fujitsu sales mindset, [Overseas training program for sales persons in Japan: 25 participants in FY2016; 40 participants scheduled for FY2017] [Training program in Japan for overseas site sales persons: 35 participants in FY2016; 40 participants scheduled for FY2017] 2. Fujitsu is providing a program for enhancing practical communication skills (presentations, meetings/email, and intercultural communication) among sales units in Japan. [147 participants in FY2016; 150 participants scheduled for FY2017] 3. Fujitsu is working with the Asia Region's Human Resources Development Unit to expand the company's training programs for enhancing sales abilities into the Asia Region. [The company implemented a pilot program at Fujitsu Philippines, Inc. in FY2016]
Global Marketing	<p>Using resources from the FUJITSU Digital Business College, Fujitsu will train marketing specialists with technical expertise. (Note) The FUJITSU Digital Business College, a long-term program set to launch in July 2017, aims to train human resource for promoting customers' digital business.</p>
Global Services Integration Business	<ul style="list-style-type: none"> • Fujitsu is making the following efforts to develop Global SEs capable of applying global business skills. <ol style="list-style-type: none"> 1. Fujitsu is offering various training programs for improving communication skills and developing a global mindset. [1,384 participants in FY2016] 2. Fujitsu is implementing overseas workshops (Global Workshop Training [GWT] programs) at overseas business facilities for selected trainees. [38 participants in FY2016; 50 participants scheduled for FY2017] • Fujitsu will launch the Digital Innovator Training Program in FY2017 to get an early start on developing digital business leaders. Program organizers are planning to train 200 participants in FY2017 and aiming to expand to 1,200 participants in five years.
Digital Service Business	<p>In an effort to create new markets, Fujitsu will continue to accelerate the development of value-added services and bolster its existing infrastructure business services. The first stage of that process centers on sharing the company's policies and technologies among all Group employees via an e-Learning framework. Digital Innovation/AI: 99,000 participants scheduled for FY2017 (each course) MetaArc/K5: 156,000 participants scheduled for FY2017</p>
Service Platform Business	<p>Fujitsu is making the following efforts to get a head start on developing engineers for the emerging era of digital business.</p> <ol style="list-style-type: none"> 1. Training for young business leaders Fujitsu is implementing fast-track training for selected young engineers. [25 participants in FY2016; 30 participants scheduled for FY2017] 2. Fast-track training for core engineers To get an early start on developing engineers capable of adapting to the changing times, Fujitsu will begin enhancing its educational offerings in FY2017. 3. Overseas workshop programs for developing a global mindset Fujitsu sent employees on short-term study-abroad trips [9 participants in FY2016] and offered overseas business trip programs [18 participants in FY2016].
Global Corporate	<p>Fujitsu is dispatching employees to sites, graduate schools, and other locations overseas to help employees develop stronger expertise in their respective functions.</p>
Fujitsu Laboratories	<p>Since 1970, Fujitsu Laboratories has offered one-year overseas dispatch programs for young researchers, sending participants to prestigious graduate schools and research institutions in hopes of helping the researchers deepen their expertise and forge a global network of colleagues. Over the last five years, the programs have sent 19 participants to various locations, mostly in North America.</p>

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 (FY2016, including group companies)

- **Sales: 487 certified employees**
Strategy/Account Management/Solutions
- **System Engineers: 2,010 certified employees**
Consulting/Project Management/Business Architecture/IT Architecture/Service Management/Quality Management/Product Architecture/IP Management
- **Engineers: 527 certified employees**
Product Planning/Architecture Development/Hardware and Firmware Development/Software Development/Manufacturing and Production Skills/Quality Assurance Skills

Career Design Support

The Fujitsu Group works to energize its organizations and workforce by cultivating a rewarding workplace culture that values career development and providing various forms of support that encourage each employee to pursue self-initiated career growth. To do so, we have created organizations that focus exclusively on career design support. This activities are in line with the revisions to the Human Resources Development Promotion Act in effect since April 2016.

Career Seminar

In collaboration with organizations specializing in education, Fujitsu hosts training programs for all employees, including managers, to encourage future career planning. The training programs welcome roughly 2,000 employees every year.

Participants have given glowing reviews of the content of the training sessions. "The session helped me take inventory of my own values and strengths," one employee said, while another commented that, "The program showed me how important it is to start working on my future career path now." The program acts as a catalyst for development: "Through the session, I started to figure out what I'd need to do to live my life and do my job the way I want to—I'm more motivated than ever to enhance my skills and use my strengths."

Career Seminar System (Mandatory courses)

Managers and above Employees	C&L Design Seminar
	Career route consideration
Regular employees	Career Design Workshop
	Seeing change as an opportunity for your career

Career Counseling

Fujitsu provides counseling services to its employees upon request, offering an opportunity to focus on their future career plans and find ways to further their career development on their own.

Internal Recruiting Program/Free Agent (FA) Program

To help employees design 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 resource 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 FY2016) 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 FY2016) 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 2014	FY 2015	FY 2016	GRI
Number of employees by region*	Total	158,846	156,515	155,069	G102-7, 8
	Japan	99,355	98,905	98,447	
	Asia	17,956	17,668	17,209	
	Oceania	4,145	3,662	3,422	
	The Americas	7,903	7,573	7,821	
	EMEIA	29,487	28,707	28,170	
Number of Employees by Type of Contract (person)	Full-time	158,846	156,515	155,609	
	Non Full-time*	17,103	16,871	16,307	

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

Board of Directors (As of June 26, 2017)

		End of June, 2015	End of June, 2016	End of June, 2017	GRI
Directors*	Total	12	10	10	G405-1
	Male	10	8	8	
	Female	2	2	2	
Outside directors		4	4	4	
Non-Japanese directors		1	1	1	

Diversity (Fujitsu Limited)

		FY 2014	FY 2015	FY 2016	GRI
Number of employees*		25,627	24,112	33,095	G405-1
Average age*		43.3	43.3	43.1	
Number of employees by age group*	Under 30	3,114	2,978	4,281	
	30-49	15,900	14,174	18,875	
	50 and over	6,613	6,960	9,939	
Number of employees by gender (person) *	Male	21,668	20,248	27,754	
	Female	3,959	3,864	5,341	
Ratio of female employees (%)		15.4%	16.0%	16.1%	
Ratio of female managers (%)*		4.60%	4.82%	5.24%	
Ratio of newly appointed female managers (%)* (qualified personnel)		6.6%	9.5%	10.1%	
Number of non-Japanese employees (person)		240	248	343	
Trend in employment rate of people with disabilities (%)* (counted in every June)		1.94%	2.04%	2.00%	

Employment (Fujitsu Limited)

		FY 2014	FY 2015	FY 2016	GRI
Hiring of Recent College Graduates (person)*	Total	500	500	740	G401-1
	Male	359	344	490	
	Female	141	156	250	
Average year of service*	Total	20	20.3	20	
	Male	20.4	20.7	20.6	
	Female	17.8	18.1	17.2	

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

		FY 2014	FY 2015	FY 2016	GRI
Number of employees using child care leave*	Total	259	272	336	G401-3
	Male	10	23	38	
	Female	249	249	298	
Return to work rate after child care leave (%)		100%	97.5%	98.5%	
Continuous work rate after child care leave (%)		97%	95.7%	98.2%	
Number of employees using family care leave*	Total	10	13	14	
	Male	0	4	10	
	Female	10	9	4	
Return to work rate after family care leave (%)		100%	93.8%	100%	
Continuous work rate after family care leave (%)		100%	100%	97.1%	
Reduced working hours (child care)*	Total	585	556	789	
	Male	18	10	16	
	Female	567	546	773	
Reduced working hours (family care)*	Total	4	11	17	
	Male	0	2	7	
	Female	4	9	10	
Leave for supporting childbirth and childcare*		496	463	482	

Occupational Safety and Health (Fujitsu Limited)

	FY 2014	FY 2015	FY 2016	GRI
Frequency rate*	0.19	0.30	0.08	G403-2
Severity (rate)	0.000	0.000	0.000	

Human Resource Development (Fujitsu Limited)

	FY 2014	FY 2015	FY 2016	GRI
Average Hours Dedicated to Training Per Employee (Fujitsu)	43.8	50.8	(To be updated)	G404-1