

With Our Employees

Believing that “every one of us has a leading role to play,” we are creating working environments that enable employees to make the maximum use of their abilities and support their professional and personal growth.

Personnel Policy

For an enterprise to maintain continuous growth, it must provide its employees with a working environment that encourages them in the lively and active use of their gifts, and offers them a wide variety of experience.

Recognizing this, one of the core values expressed in *The FUJITSU Way* is that “every one of us has a leading role to play.” We therefore seek to provide an environment that makes it easy for all employees to give their best, challenging each of them to achieve higher standards in their work and supporting them in their growth.

Respect for Human Rights

The shared principles articulated in the code of conduct of *The FUJITSU Way* are guidelines for each employee to use in conducting daily business operations. Prime among them is respect for human rights, an attitude that underpins all our corporate and individual activities. This principle informs the actions of every member of the group.

Enhancing Human Rights Awareness (education and consultation desk)

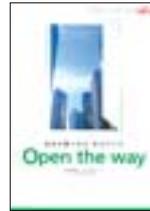
We encourage greater awareness of human rights issues among our employees in Japan by an ongoing internal training program. We have also established a consultation desk where employees can discuss related issues in a supportive atmosphere.

Overseas, as well, we provide Equal Opportunity training in the United Kingdom and elsewhere. An Equal Opportunity committee monitors the situation and engages actively in building awareness of the issues involved.

Employment for People with Disabilities

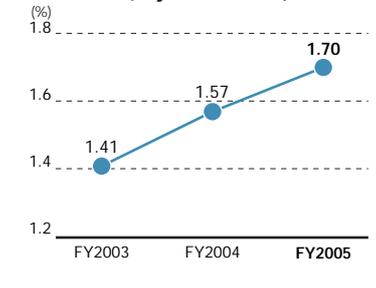
Employees with various disabilities are at work in departments throughout the Group. Such opportunities are publicized at employment agencies, in special pamphlets, and on the Fujitsu

website. We also hold seminars with sign language interpretation, bringing these opportunities before many potential candidates. We utilize the concepts of universal design to make our workplaces accessible, while the enthusiastic cooperation of other employees assists them to make full use of their capabilities.



Pamphlet detailing employment opportunities for those with disabilities

Percentage of Employees with Disabilities (Fujitsu Limited)



Creating Good Working Conditions

Pregnancy, Child Care and Nursing Needs

We offer flexible working conditions and a favorable environment that make it easier to combine a career with raising a family or providing nursing care. Our family-friendly policies include:

- Maternity leave and shorter working hours,
- Nursing leave and shorter working hours,
- Leave for nursing children or care of family members,
- Child care subsidies,
- Leave for voluntary activities.

Numbers Using the Support System (FY 2004, Fujitsu Limited)

Child-rearing leave	346
Family-care leave	22

Universal Design and Working Style

Universal design was originally conceived to create products, buildings and living spaces that would be usable by as many people as possible. We have extended this from office equipment and the workplace to encompass every aspect of communications and workstyle.

Encouraging Active Communications

We encourage the active exchange of opinions among employees by providing query areas, bulletin boards and mail facilities on the corporate intranet. Overseas, workshops are held and forums provided for information exchange between management and staff. In Europe, through a European Labor Relations Council and other means, we are actively implementing environments that encourage open communications.

Improving Employee Satisfaction

We see our continuing growth as critically dependent on creating a working environment that encourages employees to think actively and creatively and communicate effectively with each other.

We carry out surveys to assess the motivation of employees and increase their job satisfaction. Based on the results of these surveys, managers identify and tackle problems found in their organizations, and work to implement improvement policies formed after internal discussions.

Surveys are carried out in Japan, Europe, North America, Singapore, and elsewhere.

Developing Human Resources

We consider the development of human resources and employee education as key management priorities and essential to ensure continuing growth in an era of increasingly severe changes in our operating environment. We are committed to cultivating a workforce that is second to none.

Fujitsu University

Fujitsu University was established in April 2002 to pursue human resources development from a long-term perspective.

Here, based on group business strategy closely coordinated with strategies for human resource development, we offer a variety of courses aimed at:

- Fostering professionals who can create high added value for customers;
- Fostering business leaders who can powerfully advance global business;
- Promoting the shared values and skills of all employees — the “baseline” of the group’s capabilities as a comprehensive solutions provider.

Fujitsu University

- **Technology College**
Here, professional engineers in the operating divisions are taught how to identify issues and solve them on their own initiative.
- **Solutions College**
This college cooperates closely with the divisions to bring sales personnel and systems engineers to the highest levels of professionalism.
- **Business College**
This is where the vitally important company-wide “baseline” standards of education are reinforced at each level on a global basis.
- **Global Knowledge Institute**
The institute aims to cultivate those who will exercise leadership at the global level.
- **Faculty of Human Dynamics**
Through the study of history, philosophy, ethics and religion, the faculty seeks to foster well-rounded individuals.

Fujitsu NetCampus

Open to all employees around the world, NetCampus is our platform for the management of learning. Course content, applications and acceptances for enrollment, and a wide variety of learning support functions are all provided via intranet.

Personnel Evaluations

Performance Evaluation System

In Japan, we have introduced a system under which employees set their own performance targets every six months and receive compensation based on the extent to which they meet those targets and the processes they use to do so.

The system supports employees as they pursue their personal growth objectives, providing objective standards by which to assess their careers and skills.

Awards System

Every June, at the events commemorating Fujitsu’s foundation, awards for outstanding performance are presented. All employees of the Fujitsu Group are eligible. Awards are also presented at the company and business group level.

Flexible Allocation of Personnel and Career Development

By continually reallocating personnel resources to businesses within the Group as needs for staff multiply in growth areas, we provide employees with the opportunity to optimize their potential contributions. We have also established a system by which employees may select and pursue particular career paths, and we support them in such endeavors.

In-house Recruitment

Opportunities to join specific projects within the Group are publicized on the corporate intranet and applications welcomed.

By providing a wider range of job opportunities, we seek to create a more challenging corporate climate.

Free Agency System

The free agency system introduced in Japan in fiscal 2003 recognizes employees’ ambitions and preferences and makes it possible for them to select their own work assignments. It is designed both to challenge employees with expanded opportunities and to encourage the optimization of personnel assignments.

In-house Transfers*

In-House Recruitment	Approx. 1,900
Free Agents	168

* Cumulative total since introduction.
* Includes some Group companies.

Career Management

To encourage employees to take initiative in developing their own careers, we hold career counseling sessions.

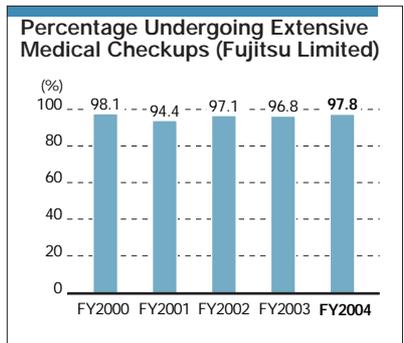
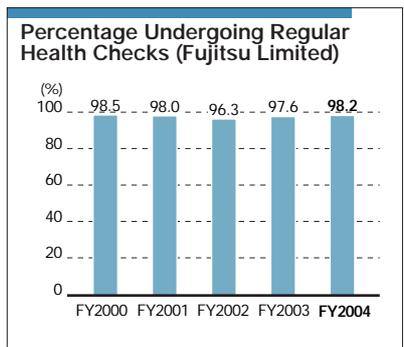
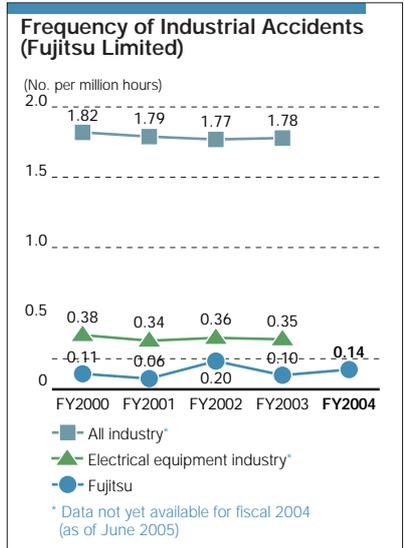
Career Management Service Menu

- **Career Counseling**
In-house career counselors with specialized skills provide support for individual career planning.
- **Career Development Seminars**
Participants benefit from the latest theories on career formation and experience the process for themselves.
- **Web-based Services**
Employees can use a number of web-based self-assessment tools to increase their understanding of their skills and interests and assist in forming their own careers.

Health and Safety at Work

To ensure that all Group employees have a working environment that is safe, pleasant, and secure, health and safety educational programs and training matched to workplace realities are carried out and practical measures implemented. Our suppliers are required to do the same.

The requirements of mental health are not overlooked, and proper care is taken to ensure employee well-being.



Central Health and Safety Committee

Every year, Fujitsu Limited holds a meeting of the Central Health and Safety Committee, whose members are selected from employer and employee representatives elected by business groups. The committee sets policies for the company as a whole, monitors the situation concerning natural disasters and other threats to health and safety, and proposes preventive measures.

The health and safety organizations at each site location also hold monthly Health and Safety Committee meetings, developing policies that reflect company-wide policies as they apply to the local situation and implementing them to ensure site safety.



Health Promotion Centers, Health Management Offices

In Japan Fujitsu has established Health Promotion Centers at major locations, while most locations have a Health Management Office. These are responsible for performing various health checks and for education to increase health consciousness, for guidance in health preservation, and health consultations. At smaller branches and offices, health "desks" run by contract industrial healthcare staff are responsible for helping to maintain employee health.

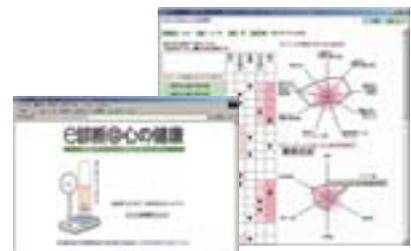
Mental Health

The Health Promotion Centers and Health Management Offices are supplemented by specialist counselors (clinical psychologists) when mental health care is called for.

In 1966, we began educating senior managers in Japan about mental health concerns, and since 1988 this has been extended to specialists when they are promoted or when they join the company.

In fiscal 2004, an e-learning program on mental health issues for managers,

with respect to the way they give instructions to their subordinates, was introduced under the title "Mental health in the workplace." E-learning has also been used to provide employees with a means of assessing their own level of stress for stress control, and it is being used successfully not only for the control of personal stress but also by the industrial healthcare staff to assess the general levels of employee stress.



E-diagnostic screen

The Fujitsu Kawasaki Hospital

Originally founded as a welfare facility for employees in 1944, this hospital currently serves not only employees but also members of the general public. It has 46 beds, and its facilities include MRI and other modern diagnostic equipment.

The hospital also houses facilities for providing health check-ups for employees, including sophisticated digital imaging and biomedical analysis equipment, etc. Serving Fujitsu Group employees in the Tokyo-Yokohama area, the hospital performs clinical examinations of some 30,000 people every year.



The Fujitsu Kawasaki Hospital