

With Our Employees



Our Basic Approach to Our Employees

Based on the statement of “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.

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 “We respect human rights”, an attitude that underpins all our corporate and individual activities. This principle informs the actions of every member of the Group.

In conjunction with these principles, we have also stipulated and published “Guidelines on Respect for Human Rights in Employment” to articulate our stance on human rights in employment.

Promoting Awareness of Human Rights

The Fujitsu Group provides ongoing education for all employees on various human rights issues, including sexual and other forms of harassment and discrimination. The purpose of this is to extend an awareness of human rights throughout the organization. We have also set up a consultation desk to address employee concerns over human rights.

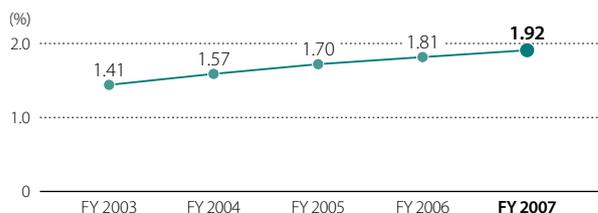
Through these activities, we are striving to foster a climate of respect and a flexible and comfortable working environment, and to educate our employees to play their part as members of society in the elimination of discrimination.

Respect for Diversity

Employment of People with Disabilities

Employees with disabilities are at work in various departments throughout the Group, such as in development, in sales and as system engineers. We create many opportunities to meet prospective employees, from our own seminars to interviews arranged by employment and job placement support agencies. We also provide an open flow of information for current and potential employees with disabilities via special pamphlets, website content and in-house seminars. With respect to workplace assignments, we try to select workplaces that will enable individuals to make the most of their abilities, and we provide long-term support and follow-up interviews to promote their further development and continuation in employment.

Trend in Percentage of Employees with Disabilities (Fujitsu Limited)



Employment of Foreign Nationals in Japan

The Fujitsu Group, including its member companies within Japan, promotes internationally minded employment practices in keeping with the globalization of our business. In Japan, we proactively employ Japanese exchange students and foreign nationals through specific activities, including recruiting events and in-house seminars for exchange students held domestically and overseas, as well as on-campus recruiting at leading universities around the world. From a global perspective, we will actively continue to employ many non-Japanese citizens.

FUJITSU Guiding Principles of Respect for Human Rights in Employment

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

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

1. Equal Employment Opportunity and Respect for Human Rights

FUJITSU strives to provide equal employment opportunities. FUJITSU is committed to treat our employees with no illegal discrimination based on race, color, religion, creed, sex, social status, lineage, physical or mental disability, sexual orientation

and any other legally protected category that is unrelated to the legitimate interests of FUJITSU.

2. Compliance with Employment Laws and Regulations

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

3. Prohibition of Forced Labor / Child Labor

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

4. Work Environment

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

As a part of this effort, FUJITSU ensures that no illegal discrimination and/or harassment are conducted in such work environment.

With Our Customers

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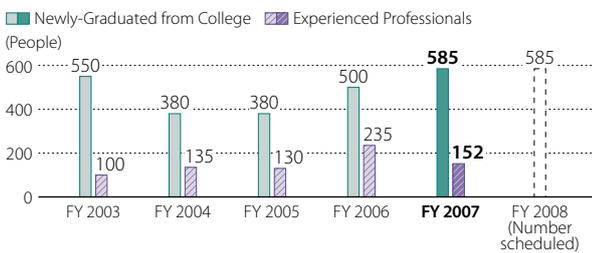
With Local and International Communities

For the Environment

Striving to Provide Equal Opportunity in Employment and Advancement

Together with our employment policy of not discriminating by education, age, gender or other factors, once someone has entered employment we offer opportunities for promotion commensurate with performance and competence. We also are actively advancing the promotion of female employees to managerial positions as part of our equal opportunity efforts in all areas of the Group.

Transition in Number of Employees Hired (Unconsolidated)



Trend in Women Managers (Fujitsu Limited)



The J-Win Fighting-spirit prize

Fujitsu YFC Ltd. received an award from the Japan Women's Innovative Network (J-win, an NPO) for achievements in its approach to diversity and in creating the groundwork for advances in women's activities (February 2008).



The plaque for the first J-Win "Fighting-spirit" prize.

Creating Good Working Conditions Balancing Work with Pregnancy, Child Care and Nursing Care Needs

We offer flexible working conditions and a favorable environment that makes it easier to balance a career with raising a family or providing nursing care to a family member, thereby enabling all employees to develop their abilities to the fullest. In Japan, in accordance with the Law for Measures to Support the Development of the Next Generation, we formulated our first action plan* (for the period 1 April 2005 through 31 March 2007) that was approved by the Minister of Health, Labor, and Welfare

in 2007. In addition, we provide babysitter subsidies, paid leave honoring long-term service and for volunteer and other activities,



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Logo mark stipulated by the Minister of Health, Labor, 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)

* We are currently drawing up and implementing our second action plan (for the period 1 April 2007 through 31 March 2010).

Number of Employees Using the Support System (FY 2007, Fujitsu Limited)

System	Users	Men	Women
Child care leave	173	7	166
Family care leave	9	5	4
Reduced working hours (child care)	163	3	160
Reduced working hours (family care)	0	0	0
Paternity leave	709	709	—

Trials of Teleworking (working at home)

In moving towards the support to balance work and private life, Fujitsu is striving to create better working environments and to improve productivity by reforming work practices. As a part of these activities, the company is performing company-wide trials to further spread teleworking.

Teleworking in Fujitsu

Type of Work	Definition of Workplace	Notes
Working at Home Option	Home	Undergoing trial
Satellite Office Option	Another office, not the main one. • Fujitsu or Group company office (other than the one with one's own desk)	Previously introduced
Mobile Work Option	Another place, not the main one. • At the end user, hotel or room on business trips, etc.	Previously introduced

Attitude Survey to Improve Employee Satisfaction

To grasp the motivational state of our employees and assess the vitality of activity within the organization, we take an annual survey of employee satisfaction. In fiscal 2007, we targeted about 58,000 employees and received responses from some 45,000. (This was a response rate of 77% and included some Group companies.) To move towards the achievement of an environment in which employees can exhibit their abilities to the full and work as though they themselves have a leading

role to play, Fujitsu executives directly assess the state of the organizational units they oversee, carefully address any issues of concern, and set up and implement improvement measures. For example, they may organize all-hands information exchange forums for employees, provide opportunities for dialogue with those at the top of the organization, or interdepartmental dialogs, etc. In this way, they utilize the forms of communication best suited to the organization and strive to encourage a sense of confidence and solidarity.

Health and Safety at Work

To ensure that all Group employees have a working environment that is safe, pleasant, and secure, we carry out health and safety educational programs and training matched to particular workplace situations. Our suppliers are required to do the same.

We do not overlook the requirements of mental health, either, and proper care is taken to ensure employee well-being.

Health Management & Mental Health

In Japan, Fujitsu has established Health Promotion Centers and Health Management Offices at each business location. These are responsible for performing various health checks, providing education to increase health consciousness, offering guidance to maintain good health, as well as counseling for those in need of mental health care. To bolster support for employee health self-management, our online system allows employees to access the results of company health checkups. We also run a walking rally program to help employees prevent lifestyle-related diseases and maintain and improve their health.

As support for employees dispatched overseas or on extended business trips, we provide pre-departure education programs, health exams for accompanying family, and health guidance and consultation for both employees and their families. We also have a supply system for required materials in the event of situations requiring an emergency response, such as avian influenza.

In the mental health area, we have implemented e-learning study programs and an online tool for diagnosing one's own level of stress. In addition to in-house counseling, we have enhanced self-care options that leverage counseling provided by external organizations, and we are working to bolster care through mental health training programs for managers and other measures.

Additionally, from fiscal 2008 we intend to implement officially specified health checkups and guidance in cooperation with the insurer (Fujitsu Kenpo(Corporate Health Insurance Society)). Preparations are continuing in cooperation with a newly formed Group company, Best Life Promotion Ltd.

Human Resources Development

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 group workforce that is second to none.

Fujitsu University

Drawing together the collective knowledge and expertise of the Fujitsu Group, Fujitsu University was established in April 2002 to carry out world-class human resources development.

Here, closely aligning human resources strategies with the Group's business strategies, we offer employees a variety of courses aimed at:

- Training professionals who are able to provide customers with a high degree of added value;
- Fostering business leaders who can exhibit global business leadership;
- Promoting the shared values and skills of all employees—the “baseline” of the group's capabilities as a comprehensive solutions provider.

Through these efforts, we are striving to cultivate the leaders who will support the Group in the future.

Furthermore, we are enhancing the presence of the Fujitsu Group through active collaboration with universities and other external educational institutions, hosting of exchange students at the Japan-America Institute of Management Science (JAIMS), and other initiatives.

Fujitsu NetCampus

Open to all employees around the world, NetCampus is our in-house educational 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, providing strong impetus for the widespread implementation of e-learning.

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Developing Professional Personnel

Based on the system of training professionals linked to their business strategy in some business groups, we provide good training in the various skills needed to perform the work (technological training, global training, etc.) and cultivate professional personnel. Beyond this, those recognized as qualified are also offered elite training to further enhance their professionalism and there are community activities to encourage the emergence and sharing of knowledge between professionals.

The system of training professionals is not confined to the Solutions Business Group and the Products Business Group where it is currently operated. We plan to extend this system to other groups.

Education on Manufacturing Innovation

Based on the Human Resources Promotion Development Law, the Fujitsu Institute of Technology carries out accredited career training in a one-year intensive group education course that combines the basic disciplines and practical skills required by the Fujitsu Group. This training fosters basic production site operators capable of adapting to the dynamic changes occurring on the manufacturing floor.

In addition, the course is structured to provide education for each rung of the career ladder, including site foreman, and offers a well-rounded training curriculum to reinforce the organizational strength of the Group's manufacturing sites.

Fostering Business Leaders

In addition to trainings for executives (the corporate vice presidents of the Fujitsu Group Companies and the presidents of Business Units), we have sought to develop the business leaders needed for future global activities ever since October 1999, when the Global Knowledge Institute (GKI) was established. A full range of leadership and other programs, selective trainings and practical experience (using job rotation) are combined to implement systematically planned development of human



A debate at GKI.

resources. Also, for younger employees there is a system of sending outside the company, and selected candidates can participate in Japanese or overseas MBA programs.

Supporting Career Development with the "Executive Personnel Image" Standard

We set a standard with regard to the image that Fujitsu managers should project to give our employees the right idea of the direction they should pursue and skills they should acquire. This standard forms the basis for our promotion scheme. Employees can refer to this standard as a guide in their own day-by-day efforts to develop their skills and advance their careers. At the same time, the company uses the standard in providing employee education programs and a career support structure.

We provide training for managers based on this image, and distribute handbooks containing practical advice for supporting their workplace and staff in order to help them become better managers.

Promoting Flexible Allocation of Human Resources and Career Development

To respond to changes in the business environment and operational needs, we seek to optimize allocation of personnel to growth areas and elds and occupations that require even stronger staffing resources. Along with providing various types of specialized training and follow-up education, and recognizing increasingly diverse employee work-styles, we have introduced in-house recruitment and a free agent system that allows employees to choose for themselves their career direction. We also offer career development and support including career training and counseling.

In-house Transfers (FY 2007, Fujitsu Limited) (no. of people)

System	Transfers
In-house Recruitment	118
Free Agent System	63

Employee Career Development Self-Support System

This system aims to empower employees to access a wide array of career options that can provide meaning in both their work and daily lives as they venture out into a world no longer bound by age-based conventions on employment. The system assists them to make proactive career decisions and opens the way for career shifts and independent ventures well in advance of their retirement.

Retiree Re-employment Scheme

Although the official age for retirement is 60 years in Japan, we have implemented a system for re-employment of retirees in accordance with the Law Concerning Stabilization of Employment of Older Persons enacted in April 2006. We strive to provide fulfilling opportunities for all employees who wish to continue working past 60.

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