

# Developing Human Resources for Their Contribution to Society and the Planet

We consider the development of human resources and employee education as key management priorities, and are working to develop employees who can support a truly global ICT company.

## Developing Human Resources with a Global Viewpoint

One point of the Fujitsu Group's growth strategy is to accelerate the process of true globalization and to be a truly global ICT company. In order to develop global human resources who can carry out this strategy, we created a global business leader training program that carries out concentrated intellectual polishing of candidates for the next generation of global business leaders. Furthermore, we have established a wide range of training and human resource development systems.

In particular, in creating these wide-ranging measures, we are studying them from diverse standpoints and methods. The participants are selected from a broad range of occupation types – such as junior staff, experienced managers, Japanese employees working abroad, and foreign employees working in Japan. Domestic programs are coordinated with those of various locations across the globe. Classroom lectures are combined with OJT.

## Learning Language and Communication to Improve Literacy and Minds

Within Japan, we continue to work to improve our employees' language abilities, focusing on English. Our initial aim with new employees is for all of them to achieve a 600 TOEIC score. Employees not only study language intensively but also learn methods of language study that will lead to continuing improvement in ability through personal development. In addition, in order to develop global viewpoints, a wide range of subjects, such as acceptance of other cultures, and communication and management skills are incorporated in the programs.

Furthermore, we offer support programs for foreign employees working in Japan, to improve their Japanese language capability and daily living. These programs support not only the employees themselves but also their supervisors and colleagues.

## New Employees Become Global Human Resources through Experience

We operate a foreign rotation system (Global Exchange Program) for younger employees, which started in FY 2008. In this system, younger employees are sent overseas for a period of two to five years. In FY 2010 we implemented our "Global Competency Development Program" targeted at younger employees in their twenties. This consists of three categories: global mindset, communication capability development, and short-term overseas experience. About 100 employees participated in this program.

As a new initiative in FY 2011, we have completed preparations to start a "Global Practical Wisdom Leadership Development Program" for young managers in which participants will learn global leadership from direct experience, interactions with other cultures, and actual models. In this program, we are aiming to actuate the ability to compete on the global stage through experiences that expand the participants' capacity. This program consists of a three months concentrated training and a 1.5-year apprenticeship model.

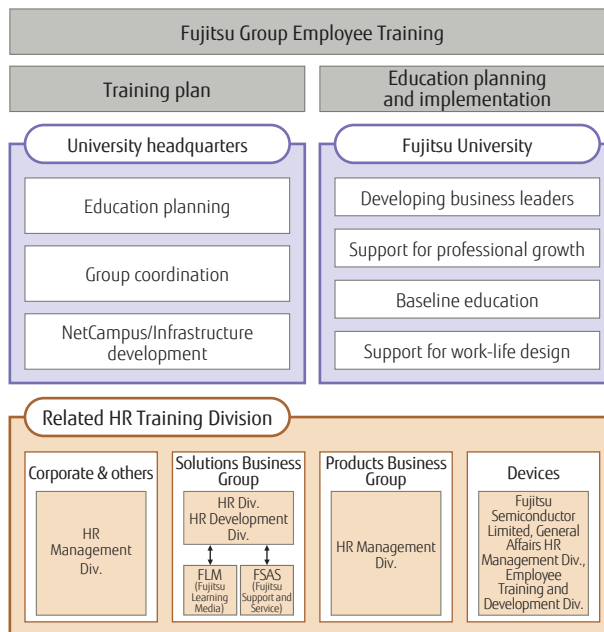
## Fujitsu University for HR Development

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

In support of these goals, we have implemented systematic education programs to develop high-level human resources based on the following pillars: (1) developing business leaders who can exhibit global business leadership; (2) strengthening the baseline (the values and skills) of our people so that they can understand our corporate vision and act based on those ideals; (3) training professionals who are able to provide customers with a high degree of added value; and (4) "work and life design support" that supports a wide range of individual needs.

In the future, Fujitsu will coordinate proactively with universities, other external educational organizations, and NPOs that provide high-level ICT human-resource development to raise the Fujitsu Group's presence to even higher levels.

### Fujitsu University



## Fujitsu NetCampus

This is an online education and training platform open to all of our approximately 170,000 employees in 206 Group companies in 30 countries around the world (as of March 2011). It provides applications/admissions for courses, study materials, testing, questionnaire and other functions. Unified e-learning, which aims at disseminating corporate policies throughout the whole company, is also implemented using this platform.

In FY 2010, we held five of these courses in Japan and one overseas. In FY 2011, we plan to hold a variety of such courses on various themes in cooperation with head offices.

\* Our environmental education program is presented on page 68.