

HUMAN RESOURCE MANAGEMENT

Our People

People are Fujitsu's most valuable asset. Our stance is to place importance on our employees, with each and every one being able to fulfill their potential. We seek to create a corporate environment where diverse opinions and values are respected and accepted, and people are motivated and engaged.

Workforce Composition

As of March 31, 2017, the Fujitsu Group had approximately 155,000 employees worldwide. On a non-consolidated basis, there were 33,095 Fujitsu employees with an average age of

43.1 years, while 16.1% of employees were female. During fiscal 2017, we intend to hire approximately 750 new employees.

Diversity and Inclusion

Knowing that new innovation is the key for Fujitsu's business growth, we place emphasis on an environment where people can openly express opinions based on their personal values.

We provide leadership training and career development seminars to support active participation by female employees, and to achieve our goal of having women account for 20% of newly appointed management. In addition, to contribute to a society in which women can play a more active role, we affirmed our commitment to the Women's Empowerment Principles, which have been laid out by the United Nations Entity for Gender Equality and the Empowerment of Women. We also participate in the New York Academy of Sciences' 1000 Girls, 1000 Futures program. Through this program, women in leadership roles at Fujitsu's worldwide locations volunteer to mentor female students aspiring to a career in science, making efforts to encourage their growth.

For employees whose circumstances involve childcare or caring commitments, we are supporting their work-life balance and career development by providing necessary information and holding events while improving our policies and practices.

In addition, Fujitsu was awarded the gold award of the Pride Index by the private organization "work with Pride," for achieving all indicators in Japan's first LGBT index. Based on our fundamental approach of diversity and inclusion, "We are all different, and we are all unique," we continue to foster a corporate culture where all Fujitsu employees embrace their differences and grow together.



Health Management

The Fujitsu Group believes that employee well-being enables people to achieve personal growth and maximize performance. We regard the health of employees and their families as an important management issue.

Our initiatives toward health management have received high praise, with Fujitsu, PFU Limited, and Fujitsu Marketing Limited being recognized by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi under the 2017 Certified Health and Productivity Management Organization Recognition Program's large enterprise category (White 500).

The White 500 highlights companies that give consideration to employee health from a management perspective and make strategic efforts toward maintaining health.

Following this, we have published the Fujitsu Group Health Statement to support employees' efforts to manage their own health and to promote Health Management in conjunction with our workstyle transformation and diversity management initiatives.

We have also appointed a Chief Health Officer (CHO) who will provide support for maintaining and improving the health of employees and their families on an organizational level. To truly embody our corporate philosophy of enriching society through ICT, we will contribute to the improved health and productivity of employees, customers, and society as a whole by providing ICT services to support our customers' Health Management.



Developing Leaders to Drive Innovation

The Fujitsu Group believes that leaders are critical for strategically driving the growth of its global businesses and create an organizational culture that encourages employees to tackle challenges head on. To develop these kinds of leaders, we make efforts to identify high-performing and high-potential individuals at the earliest opportunity and accelerate their professional growth by providing them with a wide range of experience.

As part of these efforts, we implement global talent management initiatives. In these initiatives, the Head of divisions / regions leads the creation of succession plans of critical roles and development plans for their talent. These are presented and

discussed with the president, focusing on the best development plan for talent who can manage and lead Fujitsu in the future.

We are also taking steps to identify and develop leaders of the next generation, drawing on opinions from inside and outside the Company to identify individuals with high potential and a high level of leadership competencies, and implementing the best plans for developing these individuals. Furthermore, we provide leadership development programs to selected candidates to enhance their skills and competency so that they can lead innovation.

Developing Millennials

The Fujitsu Group believes it is important to develop young employees of the millennial generation who will become leaders of the future. To this end, we are committed to engaging young talent and continuously supporting them in developing their careers with a sense of personal growth.

To provide support for self-career development of our young employees, we encourage individual growth through various methods, including coaching and mentoring. Going forward, we will strengthen our efforts toward in-house career development in such ways as enhancing our internal shuffle and rotation systems,

which provide employees who wish to take on new challenges with opportunities to work in different positions.

Also, to have employees achieve the necessary mindset and capabilities for carrying out business on a global level, we implement training programs that target approximately 300 young employees each year. Additionally, we offer further support to young employees to help them develop their career and play a more active role on a global basis through such means as dispatching employees overseas to participate in OJT programs.

Developing Our Digital Marketing Talent

Fujitsu is focusing its efforts on transforming the marketing activities of its B-to-B client companies that utilize digital technologies. To this end, we are assembling specialized talent internally as well as externally who have Human Centric mindsets and are capable of planning and implementing digital solutions that are better tailored to our customers. This specialized talent is recognized and trained to tackle roles that go beyond IT, including Business Producers, who provide support for planning and implementing marketing strategies

that cover everything from operational processes to organizational creation; Data Engineers, who represent the group of systems engineers that are able to respond to the agile software development method; Curators, who are professional data scientists; and Service Producers, who fully understand the operational issues of customers and engage in solution planning and development. These professionals are leading and accelerating the digital shift of our marketing initiatives.

Workstyle Transformation

With the aim of enhancing productivity through the professional growth of employees, the Group has been accelerating workstyle transformation since the start of fiscal 2017. In April 2017, we expanded a telework system to all employees and have been working to establish and expand satellite offices. In these ways, we are putting in place a system as well as infrastructure that supports a wide variety of employee workstyles. Transforming workstyle will help us reform our organizational culture.

Rather than focusing solely on reducing working hours, we are holding discussions at an organizational level regarding the ideal approach to workstyle transformation and the issues we must tackle to make that approach successful. Through these discussions and other activities, we hope to reform our line-management style and raise the awareness of our employees.

Going forward, we will develop Fujitsu's unique workstyle using digital tools, and apply the acquired knowledge to offer competitive solutions to our customers around the globe.