

HUMAN RESOURCE MANAGEMENT

Employees are Fujitsu's most valuable asset, and we believe that each individual is full of potential. Fujitsu is committed to planned and continuous HR development so that its employees can enhance their abilities and specialties to grow as individuals, learn to take on the challenges of transformation, and adapt independently to the rapid and intense changes in an uncertain business environment.

Initiatives for HR Development

The aim of Fujitsu HR is to attract, recruit, and deploy the people we need from within and outside the Group at the right time in the right way, and to provide consistent support for individual development. To that end, we have identified four major themes, undertaking systematic training.

We aim to develop global business leaders and strengthen the "baseline" in terms of enhancing the organizational management effectiveness and business execution ability required for each position and role, from young people to seniors. We are also nurturing professionals in the different fields of sales, systems engineering, and development.

In addition, we have taken steps to create a culture in which diverse individuals are motivated and engaged, and in which employees are encouraged to take their own initiative. Such measures include an internal job posting system that allows employees to take on the challenge of work outside their current roles, as well as programs that seek to raise career development awareness.

Four Major Themes of HR Development

Developing Global Business Leaders	Develop employees over the long term in order to succeed as global business leaders
Promoting Professionalism	Develop professionals and align the development program with the industry and global standard framework
Reinforcing Baseline	Encourage acquisition of knowledge/skills required for each position and role; foster understanding and sharing of corporate principles
Creating a Culture Where Everyone Can Succeed	Support individual employees by promoting diversity & inclusion and career support

Developing Innovation Leaders

The Group's senior executives, including the president and division heads, periodically discuss HR management strategies to support Fujitsu's Vision and business strategies. The senior executives also meet to identify top talent, discuss individual development plans, and monitor their implementation.

In particular, for those individuals in three target areas, namely, successors to the management, next-generation leaders that will follow them, and younger, high-potential individuals, we identify a global pool of talented individuals using a common methodology across regions. We continuously set and implement development plans, in addition to evaluation.

Moreover, to enhance the quality of strategic HR planning, recruitment, deployment, and training to match business needs in different divisions and work environments, we have introduced the Fujitsu Role Framework to provide global standards. This also supports advance "visualization" of human resource needs.

In our training, we are increasing our emphasis on providing growth opportunities through practical on-the-job experience by placing the right people in the right place. To nurture our future leaders, we assign them to more challenging positions approved by the president and division heads, and offer them feedback.

Internship Initiatives

Fujitsu conducts internships to let students see firsthand the appeal and possibilities in ICT through a three-week work experience spanning more than 150 themes. In May 2018, we received the Grand Prize in the first "chosen-by-students internship award" sponsored by the Ministry of Economy, Trade and Industry, the Ministry of Health, Labour and

Welfare, and the Japan Business Federation (Keidanren). We also actively engage in internships for foreign nationals who are studying at overseas universities in order to build a diverse talent population and promote further globalization.

Diversity Initiatives

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

Initiatives to Empower Women

Empowering women is a priority for Fujitsu. Through programs supporting the career advancement of women, we are continuously identifying and nurturing female leaders. At the same time, in order to provide an environment in which women can succeed, we are promoting workstyle transformation and raising awareness.

In addition, as a signatory company to the Women's Empowerment Principles, 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.

In recognition of these efforts, Fujitsu was ranked top in Toyo Keizai's 2017 CSR white paper as a company providing a women-friendly working environment.

Support for "Standards of Conduct for Business: Tackling Discrimination against LGBTI People"

Fujitsu was the first Japanese company to publicly express its support for the United Nations' "Standards of Conduct for Business: Tackling Discrimination against LGBTI People." These standards seek to eliminate discrimination against those in the lesbian, gay, bisexual, transgender, and intersex (LGBTI) community.

Under the Code of Conduct in the Fujitsu Way, one of our values is that we respect diversity and support the individual growth of employees. We prohibit human rights abuses such as unjust discrimination and sexual harassment, and we value a culture of diversity and inclusion.

In recognition of these efforts, Fujitsu has been awarded the gold award of the Pride Index by the private organization

"work with Pride," for achieving all indicators in Japan's LGBT index. In fiscal 2018, Fujitsu was also chosen as a best practice case for the Company's outstanding activities.



Initiatives for Employees with Disabilities

We believe it is important to build a culture where everyone can succeed and where people can share their own experiences and values.

To help achieve this, we hold diversity promotion forums for employees with disabilities based on the topic "what is disability in the workplace." Each year we highlight various themes, such as "understanding disability (through games)," "reasonable adjustments," and "neuro-diversity." Many employees, both with and without disabilities, participate.



Based on our fundamental approach, "we are all different, and we are all unique," we continue to foster a culture where all Fujitsu employees can embrace their differences and grow together.