

HUMAN RESOURCE MANAGEMENT / DIVERSITY AND INCLUSION INITIATIVES

To meet the challenges ahead, we are striving to transform our corporate culture and strengthen our people to drive DX and continue to create innovation. We must draw on the combined strengths of Fujitsu's pool of talent, which consists of more than 130,000 individuals worldwide.

Transformation of Human Resource Management to Promote DX

Fujitsu is now transforming its HR management to enable diverse employees to play an active role in the organization, regardless of their location and age, and to ensure that each and every employee proactively takes on challenges, achieves sustained personal development and is able to demonstrate their unique values.

Position-based Human Resource Management

We will transform from conventional HR management, under which positions and rewards are determined on the basis of each individual's abilities, to position-based HR management.

With our new position-based HR management, we define individual roles and responsibilities based on an organizational design that reflects business strategy, offer the compensation that matches market value, and assign talents with the required skills and experience.

By having position-based HR management across our global business, we aim to compete with the world's leading companies.

New Compensation Plan for Highly Talented Professionals

In order to accelerate our transformation into a DX company, it is important to strengthen the acquisition and retention of talent in priority areas such as AI and security. We have therefore introduced a new plan to allow compensation to be designed flexibly according to an individual's expertise and market value.



Diversity and Inclusion (D&I) Initiatives

Diversity is now an issue discussed in a variety of contexts, including workstyles, communication, and multiculturalism. The Fujitsu Group established the Global D&I Vision and Inclusion Wheel to act as a guideline, to help further advance

our efforts toward diversity and inclusion among our employees. This wheel expresses the Fujitsu Group's overall efforts as they relate to D&I, and also defines the vision, strategic goals, and focus areas required to realize these goals.

Be Completely You

Vision

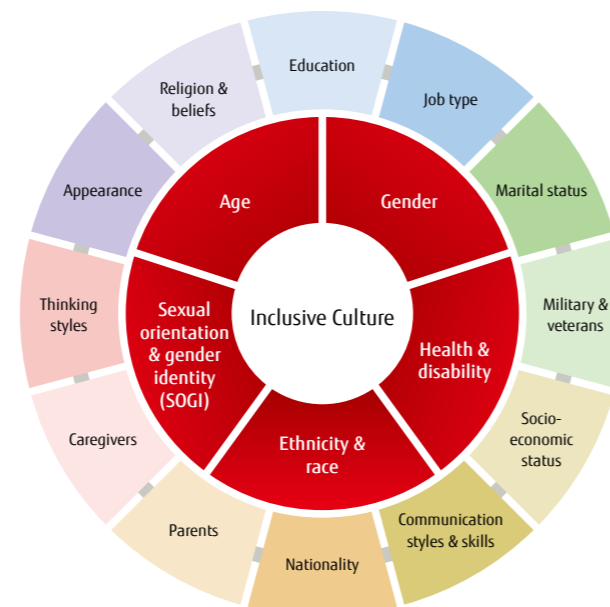
Be a responsible business that reflects the diversity of our world and build an inclusive culture where everyone can be completely themselves

Strategic goals

- Make a positive difference in society
- Enable innovation
- Build stronger customer relationships
- Cultivate an inclusive culture
- Build and maintain a diverse and talented workforce
- Increase employee engagement

Focus areas

- Gender
- Health & disability
- Ethnicity & race
- Sexual orientation & gender identity (SOGI)
- Age



OUR APPROACH TO HUMAN RIGHTS

We believe that respect for human rights is indispensable to a global company's fulfillment of CSR. We have accordingly established various guidelines based on international norms and are promoting initiatives to respect the human rights of all stakeholders throughout the entire value chain.

For further details, please visit the following website:
<https://www.fujitsu.com/global/about/csr/humanrights/>

Our Approach to Human Rights

Our Approach and Organizational Structure

The Fujitsu Way Code of Conduct states as its first principle "We respect human rights," clearly affirming our view that respect for human rights lies at the foundation of all corporate activities. We have also formulated the "Fujitsu Group Human Rights Statement" and the "Fujitsu Guiding Principles of Respect for Human Rights in Employment" and are working to ensure that respect for human rights becomes firmly entrenched among all employees.

AI Commitment

The Fujitsu Group has long promoted the concept of "Human Centric" in relation to information technologies. In March 2019, the Group presented the "Fujitsu Group AI Commitment," which incorporates the academic findings on AI ethics and highlights its thinking on the use of leading-edge technology

for the benefit of people and society, including such aspects as safety and security. In order to ensure an objective, third-party evaluation of the Fujitsu Group's AI ethics, we established the Fujitsu Group External Advisory Committee on AI Ethics, which comprises external experts on AI technology and in other academic areas.

Framework for Reporting and Consulting on Human Rights Issues

The Fujitsu Group has established a global structure to receive reports and consult about compliance violations, including human rights abuses, from all employees and third parties, including customers and business partners.

Global Compliance Program
<https://www.fujitsu.com/global/about/csr/compliance/#anc-03>

Human Rights Due Diligence Scheme

The Fujitsu Group is engaged in building a Human Rights Due Diligence Scheme that identifies the human rights impacts of our business activities throughout the entire global value chain, while also preventing and mitigating any negative impacts. We interviewed personnel across a wide range of departments in Fujitsu and exchanged ideas with

Japan-based as well as international experts. In doing so, we identified three key areas where our business activities have a major impact: supply chain, employees, and customers and end-users. The main initiatives relating to human rights issues in the fiscal year ended March 31, 2019 were as follows.

Key Areas	Human Rights Issues	Main Activities in Fiscal 2019
Supply chain	Work environment/ conflict minerals	<ul style="list-style-type: none"> • Revised the name of the "Fujitsu Group Policy on Conflict Minerals" to the "Fujitsu Group Policy on Responsible Minerals Sourcing" and expanded the range of applicable minerals • Conducted a CSR Survey to check the adoption status of the RBA Code of Conduct by suppliers (208 key companies we purchase goods from) • Conducted RBA Code of Conduct adoption audits of nine suppliers • Confirmed the compliance status with the RBA Code of Conduct at a Fujitsu Group manufacturing site and conducted RBA Code of Conduct adoption mock audits of three Group manufacturing sites in Japan and elsewhere
Employees	Discrimination/harassment and working hours	<ul style="list-style-type: none"> • Conducted a written survey of 97 Group companies in Japan and other countries based on the ISO 26000 standard to check on the status of initiatives promoting respect for human rights • In addition to expressing Fujitsu's support for the UN's "Standards of Conduct for Tackling Discrimination against LGBTI People," invited external experts to speak on this topic at a liaison meeting, which the president and all executives attended • Conducted various group training and e-learning sessions, including "barrier-free minds" training and "unconscious bias" online training
Customers and end-users	Privacy and data security	<ul style="list-style-type: none"> • Announced the "Fujitsu Group AI Commitment" and assessed the impact of AI on human rights. Systematically identified the points that should be taken into consideration for each industry and for the tasks in each occupation when promoting AI businesses