Efforts to Promote Female Advancement at Fujitsu

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Fujitsu Limited
DIVERSITY PROMOTION AT FUJITSU
Diversity & Inclusion (acceptance of diversity) policy in the Fujitsu Group

The Fujitsu Group focuses on the following nine target attributes to achieve three objectives to promote Diversity & Inclusion (acceptance of diversity) and leads them to enhancement of corporate competitiveness.

3 objectives
- Creation of innovation
- CSR implementation
- Compliance

By prioritizing objectives and attributes in accordance with the situations of each country, area, and company, the target is set for diversity promotion.

(*) Attributes according to circumstances of each region
Fujitsu’s Aspirations for Diversity & Inclusion ~towards Diversity-Driven Innovation~

**Improving individual growth and job satisfaction**

That all employees will have mutual respect for one another, that each will demonstrate their own personal added value, and that everyone will contribute to the organization.

**Improving corporate competitiveness and growth**

That we will continue to create new knowledge and technologies through free and active discussions from a variety of viewpoints.

To achieve these two objectives, we are aiming to create workplaces where people can work energetically, create new value, realize coexistence and mutual prosperity with society.
Milestones and three key activities

[Milestones]

1st stage
FY2008 to 2010
“Recognition / Understanding”

2nd stage
FY2011 to 2013
“Understanding / Practice”

From 3rd stage onward
From FY2014
“Practice / Contribution to business”

[4 items to be addressed]

Management of bosses
Work environment
Consciousness of Individual employees
Work/life balance

[3 key activities]

Reformation of organizational culture
Support of individual empowerment
Reformation in work style
Schedule in FY 2015

Reform of mindset and culture in the organization

- Companywide diversity promotion forums
- Surveys concerning diversity
- Communication of Top Message from the management
- Workplace management training
- Support for initiatives at all workplaces
- Sharing information amongst Group companies in Japan and overseas

Support for individuals’ success

- Networking events (People with disabilities, employees caring for children, supervisors managing employees caring for children)
- Introduction to role models
- Cross-industry networking events
- Female Leadership Development Program, Career Development Seminar, Diversity mentors; etc.

Reform of working style

- Theme-specific forums (balancing work with child care, nursing care, etc.; reform of working style; etc.)
EFFORTS TO PROMOTE FEMALE ADVANCEMENT
Fujitsu’s Status: Male-Female Ratio of Employees

(Regular employees of Fujitsu as of January 20, 2016)

- **Company-wide**
  - Men: 84.3%
  - Women: 15.7%

- **Management**
  - Men: 95.3%
  - Women: 4.7%

- **Directors**
  - Men: 95.5%
  - Women: 4.5%

*(Reference) Male-female ratio in hires of new graduates

Hires of new Graduates (entering the company in 2015)

- About 70%
- About 30%

*“Directors” includes outside directors and Corporate Executive Officers (one female Corporate Executive Officer will be appointed on April 1st)*
The current situation in Fujitsu
(Women empowerment status and numerical goals)

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage of female employees</th>
<th>Ratio of females in management</th>
<th>Ratio of new females in management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>1.8%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>2.2%</td>
<td>10%</td>
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</tr>
<tr>
<td>2007</td>
<td>2.4%</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>2.9%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>3.1%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>3.5%</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>3.7%</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>4.0%</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>4.3%</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>4.6%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
<td></td>
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<td>2016</td>
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<td>2017</td>
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<td>2018</td>
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<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
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(As of the end of)
Supporting the Active Participation of Female Employees

Leaders

G P・GM

Diversity mentors

Newly planned for implementation

S P・G 4

Female Leadership Development Program

G 3

Career Development Seminar

【Measures for Women Overall】

Networking events for female employees

Cross-industry Networking events

Networking events for Employees caring for children

【Measures Related Management and Way of Working】

Workplace management
Training for managers

Seminars for supervisors managing employees caring for children

Seminars concerning reform of way of working(work-life balance)
Female leader development program

**Aim**
To support female employees’ long-term careers, provide a place to experience “a growth model beyond one’s conventional limit.” This intensively and intentionally targets selected members of each division, and cultivates human resources to become leaders and future management.

**Overview**
- Group training
- Team activities (Proposals to management)
- Executive meetings
- Coaching and support by diversity mentors

**Basic (Non-OJT)**
- Program accompanied by one’s boss
- Shadowing by other division’s business leader

**Workplace practice (OJT)**
- Male employees who become management as role models for growth

Positive action

- Experience a growth model intensively and intentionally

Targeting to become leaders

Further growth

- To the next step with confidence

Experience obstacles

- Closely working with bosses

Rotation

- Career stagnation

Settled in the current status - Self-doubt
Seminars for Career Development Support

■ Aim

Through lectures of role models within and outside the company, foster a mindset that leads to daily challenges. Also for one’s own growth, this seminar gives the opportunity to think about the mid-and-long-term viewpoint of career.

■ Overview

<table>
<thead>
<tr>
<th>Theme</th>
<th>Role models outside the company</th>
<th>Role models inside the company</th>
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<tbody>
<tr>
<td>[A]&quot;You are the one who creates something worthwhile in your own job! The driving force is &quot;For our customers!&quot;&quot;</td>
<td>Nippon Restaurant Enterprise Co., Ltd. Advisor: Ms. Saito Izumi</td>
<td>All seminars are by female executives</td>
</tr>
<tr>
<td>[B]&quot;Shine like yourself - A communication that changeshuman relationships, work, and lifestyle for the better!&quot;</td>
<td>Feel Communication Co., Ltd. CEO: Ms. Junko Kiryu</td>
<td></td>
</tr>
<tr>
<td>[C]&quot;My potential&quot; broadened by accumulated daily challenges&quot;</td>
<td>Obstetrician and gynecologist / Doctor of Medicine / Social entrepreneur Ms. Sachiko Ezawa</td>
<td></td>
</tr>
</tbody>
</table>
Aim
About half of Sales Department employees are women. Promoting female advancement has been recognized as a management issue. This program holds a networking event that targets women in the latter half of their 20’s (around 28 years old), which is a high age bracket for resignations, as they often feel an undefined insecurity about their futures.

Summary

<table>
<thead>
<tr>
<th>Session</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top message</td>
<td>Thoughts from the head of the sales department on promoting female advancement, communicating expectations to female sales employees.</td>
</tr>
<tr>
<td>Talks by senior</td>
<td>Senior female employees give talks, including stories of their experiences.</td>
</tr>
<tr>
<td>employees</td>
<td></td>
</tr>
<tr>
<td>Group discussion</td>
<td>A discussion to encourage networking among participants.</td>
</tr>
<tr>
<td>Advice about harassment policies</td>
<td>Advice about behavior, policies and so forth to prevent harassment.</td>
</tr>
</tbody>
</table>
Effects of Each Policy

〈Female Leader Development Program〉
- Changing the career awareness of participants
  - afterward, no participants were negative about management appointment
- Changing the awareness of superiors to developing subordinates
  - new awareness about development
- Increasing the number of women who were promoted
  - 70% of the first group has already been promoted

〈Career Path Support Seminar〉
- Held 6 times since 2014. 360 participants total.
- Rated 4.64 out of 5 in whether it was beneficial in a survey of participants

〈Career Meeting 28〉
- Participants were happy to hear from the heads of their departments that they truly wanted to make a company where it is easy for women to work.
- In the midst of the conflict of trying to succeed in both their professional and private lives, participants were able to receive advice from senior employees.
- Participants enjoyed the stimulation of talking face to face with people of their own generation, with the same worries, from many departments.
Kanagawa Women’s Activity Support Group Formed!

In response to a call from Governor Kuroiwa of Kanagawa Prefecture, 10 of the main companies in the prefecture joined the group. The group plans to develop a variety of activities to promote female advancement.

〈Formation ceremony held on November 5th〉

The representatives of the 10 companies in the group issued action statements about promoting female advancement.
Recognized as a “Platinum Kurumin” Company

Fujitsu received special recognition from the Minister of Health, Labor and Welfare as company that supports child-rearing (November 2015).
shaping tomorrow with you
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