Activities for promoting diversity & inclusion

Fujitsu Limited
Corporate Executive Officer
Deputy CTO
VP, Vice Head of Global Human Resources
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Direction of Diversity and Inclusion
FUJITSU Way

Through our constant pursuit of innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world.

Corporate Vision

What we strive for:
- Society and Environment
- Profit and Growth
- Shareholders and Investors
- Global Perspective

What we value:
- Employees
- Customers
- Business Partners
- Technology
- Quality

We respect diversity and support individual growth

Principles
Code of Conduct
Direction of Fujitsu group D&I

3 objectives

- Innovation
- Practice of CSR
- Compliance

9 attributes

- Gender
- Ethnicity/nationality
- Disabilities
- Generation/age
- LGBT
- Corporate culture
- Family reason
- Other
- Other
Global D&I promotion activities
Women’s Empowerment Principles (WEPs)
◆ Led by: UN Global Compact・UN Women
◆ Establishment purpose: To inspire and intensify the efforts to bring women in at all levels, contribute to the sustainable development of corporations and societies.

The Principles
1. Establish high-level corporate leadership for gender equality
2. Treat all women and men fairly at work - respect and support human rights and nondiscrimination
3. Ensure the health, safety and well-being of all women and men workers
4. Promote education, training and professional development for women
5. Implement enterprise development, supply chain and marketing practices that empower women
6. Promote equality through community initiatives and advocacy
7. Measure and publicly report on progress to achieve gender equality

◆ Supported by: 1,937 companies
Global: Accenture, Microsoft, Nestlé, Novo Nordisk, PepsiCo, SAP, Unilever, etc.
Japan: ANA, Honda, Ricoh, Shiseido, Sharp, Sumitomo Chemical, etc.
Partnership with NYAS

The New York Academy of Sciences (NYAS)

NYAS is an independent nonprofit organization aiming at solving social problems through innovation by promoting scientific research as well as education and policy, while committing to the progress of the society, technology, and science of the world.

1000 Girls, 1000 Futures

- Mentors will be paired with girls one-on-one to support their progress of the curriculum.
- Female engineers from different companies will mentor female students aged 13 to 19 from around the world.

Fujitsu was the first company in Japan to sponsor this program

A total of 28 female employees from across all the regions will be mentors.

<table>
<thead>
<tr>
<th>Region</th>
<th>Americas</th>
<th>EMEIA</th>
<th>Oceania</th>
<th>GDC</th>
<th>Japan</th>
<th>Total</th>
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<td>5</td>
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<td>GDC</td>
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<td>Japan</td>
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<td>Total</td>
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<td>28</td>
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</table>
Support for the UN LGBTI Standards of Conduct for Business

This standard was prepared by the UN after consultation with companies around the world. In June, Fujitsu was the first Japanese company to announce support for this standard.

Companies should...

- **Respect Human Rights** of LGBTI workers, customers and community members
- **Eliminate Discrimination** against LGBTI employees in the workplace
- **Support LGBTI Staff** at work
- **Not Discriminate** against LGBTI customers, suppliers and distributors—and insist that business partners do the same
- **Stand up for Human Rights** of LGBTI people in the communities where they do business
Promotion of D&I in Japan
Key Examples of Specific Measures in Japan

Support for individual empowerment
- Seminar to support career development
- Female leader development program
- Career Workshop for female employees

Workstyle transformation
- Networking event for child-rearing employees
- Seminar for managers who have child-rearing staff
- Seminar on balancing work and family care
- Networking event (Disabled person/Non-Japanese, etc.)
- Management training in the workplace
- Telework
- Workstyle transformation seminar

Reformation of organizational culture
- LGBT-Ally meeting
- Companywide diversity promotion forum
- Top Message Surveys concerning diversity
- e-Learning
- Career Workshop for female employees
- e-Learning
Evaluation from outside the company

**Platinum-Kurumin (FY2015)**
We received special certification from the Minister of Health, Labor and Welfare, as a company supporting child care.

**Nadeshiko Brand (FY2015)**
We were selected as a "Nadeshiko Brand" from the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, as a company actively promoting women's success.

**L-boshi (Third Stage) (FY2016)**
We were certified by the Minister of Health, Labor and Welfare, as prescribed by the Act on Promotion of Female Activities, as a company with excellent conditions for women's promotion and success.

**PRIDE Index Gold award (FY2016・2017)**
From Work With Pride, we received a gold award as the first Japanese company that satisfies all indicators concerning 'PRIDE Index', which evaluates companies' efforts related to LGBT.

**Fujitsu won first prize in the “ranking company that women can work comfortably” published by Toyo Keizai (FY2017)**

**Fujitsu won the “18th Telework Promotion Award” by Japan Telework Association (FY2017)**
Priority initiatives in FY2018

① Reforming the organizational culture to promote innovation

② Further expansion of pipeline for producing female leaders

③ Efforts to realize diverse workstyles
Transforming the organizational culture: Unconscious Bias training

New development of e-learning program

Contents tailored to the needs of the Japanese society

【STEP1】Basic understanding of unconscious bias
【STEP2】Self-recognition of unconscious bias
【STEP3】Deepen understanding with case studies
【STEP4】Set goals to change behavior

Planned to be available for 100,000 employees in Japan
② Producing female leaders: Male-Female Ratio of Employees

(Regular employees of Fujitsu as of March 20, 2018)

<table>
<thead>
<tr>
<th>Level</th>
<th>Male</th>
<th>Female</th>
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</thead>
<tbody>
<tr>
<td>Company-wide</td>
<td>83.3%</td>
<td>16.7%</td>
</tr>
<tr>
<td>Management</td>
<td>94.3%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Director</td>
<td>93.1%</td>
<td>6.9%</td>
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</table>

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

Hires of new Graduates (entering the company in 2018)

- About 70%
- About 30%

*"Directors" includes outside directors and Corporate Executive Officers
Producing female leaders: Women empowerment status and numerical goals

Percentage of female employees
- Ratio of female managers
- Ratio of new female managers

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage of female employees</th>
<th>Ratio of female managers</th>
<th>Ratio of new female managers</th>
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</thead>
<tbody>
<tr>
<td>End of FY2008</td>
<td>2.9%</td>
<td>2.9%</td>
<td>2.9%</td>
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<tr>
<td>End of FY2009</td>
<td>3.1%</td>
<td>3.1%</td>
<td>3.1%</td>
</tr>
<tr>
<td>End of FY2010</td>
<td>3.5%</td>
<td>3.5%</td>
<td>3.5%</td>
</tr>
<tr>
<td>End of FY2011</td>
<td>3.7%</td>
<td>4.0%</td>
<td>4.3%</td>
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<tr>
<td>End of FY2012</td>
<td>4.0%</td>
<td>4.3%</td>
<td>4.6%</td>
</tr>
<tr>
<td>End of FY2013</td>
<td>4.3%</td>
<td>4.6%</td>
<td>4.8%</td>
</tr>
<tr>
<td>End of FY2014</td>
<td>4.6%</td>
<td>5.2%</td>
<td>5.7%</td>
</tr>
<tr>
<td>End of FY2015</td>
<td>5.2%</td>
<td>5.7%</td>
<td>6.6%</td>
</tr>
<tr>
<td>End of FY2016</td>
<td>6.6%</td>
<td>10.1%</td>
<td>16%</td>
</tr>
<tr>
<td>End of FY2017</td>
<td>10.1%</td>
<td>11.3%</td>
<td>16%</td>
</tr>
<tr>
<td>FY2020</td>
<td>17%</td>
<td>20%</td>
<td>20%</td>
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</table>
This program aims to support and develop women to have successful careers and participants are selected from all divisions. The intention is that participants will develop their leadership skills so that they will have the potential to become executives in the future.

From FY2017, we will further accelerate the promotion of female employees by increasing the number of participants by 1.5 times.

About 400 people cumulatively took this program, and 60% of graduates have been promoted.
Producing female leaders: Measures for managers

Management training

Through this program, we review our management on a regular basis in order to improve. With interactive discussions on best practices and specific cases, we confirm the keys to successful management.

Main contents
Introduction to workplace management, Workstyle transformation, Diversity, Evaluation and human resource development, Mental health, Compliance, etc.

D&I theme
- Management to reduce working hours
- Improving turnover rate among young female employees

The third phase of training is almost completed.
(The first phase: FY2007, the second phase: FY2011)
③ Efforts to achieve diverse workstyles: Overview of Fujitsu’s Workstyle Transformation

- Responding to digitalization
- Promoting diversity / Changes in workforce composition
- Reducing long working hours

Basic policies of HR measures

Healthy management

Diversity and inclusion

Workstyle transformation

Overview of measures

Implement systems to improve workstyles
- Telework system
- Reexamine flex time system and discretionary labor system

Increase effectiveness of workstyle transformation:
- Transforming management
- Transforming individual mindsets
- Review HR systems, Use technologies

Achieving desired workstyles

- Long hours not a given
- Diverse and flexible
Efforts to achieve diverse workstyles: Characteristics of Measures (A Three-Pronged Initiative)

- Global Communications Platform
- Mobile tools
- Virtual desktop
- Satellite offices

Systems / Rules
- Telework
- Flex time systems
- Discretionary labor systems

Security Unit
- e-learning
- Specifying usage scenarios
- Worksite management training
- Worksite presentations

 Desired workstyles

ICT/ Facilities
- General Affairs Department

Information Systems Unit

Worksite

HR Unit
③Efforts to achieve diverse workstyles:
Results of Workstyle Transformation

①Creation of environment that enables diverse and flexible workstyles is steadily proceeding. Especially, employees with small children or caring for elderly parents can now thrive in their work.

②The awareness of time has increased, reducing unnecessary overtime work.

③More business units are participating as leaders take initiative to accelerate workstyle transformation.
Tokyo Olympic and Paralympic Games

Through its activities with the All Japan Business Committee, Fujitsu aims to create momentum toward the 2019 Rugby World Cup and Tokyo 2020 Games, as well as create a society in which all people, including the disabled, the elderly, and foreigners, can participate without feeling physical or emotional barriers.
FUJITSU

shaping tomorrow with you
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- Uncertainties as to Fujitsu’s access to, or protection for, certain intellectual property rights;
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