Fujitsu’s ESG Initiatives

Activities for promoting diversity & inclusion

Fujitsu Limited
Corporate Executive Officer
Deputy CTO
VP, Vice Head of Global Human Resources
Head of Diversity Promotion Office
Yumiko Kajiwara
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Direction of Diversity and Inclusion
The Fujitsu Group expresses the Group’s vision and values with the FUJITSU WAY.

The Corporate Values regarding employees state that “We respect diversity and support individual growth,” and at Fujitsu, it is upon these values that we promote diversity.
The Fujitsu Group defined its policies on diversity and inclusion in 2014, and has conducted activities to promote them globally.

The objectives of promoting diversity and inclusion are to:
1. Generate innovation;
2. Practice CSR
3. Ensure compliance

And, with a focus on nine attributes, including gender, ethnicity/nationality, and disability, our initiatives contribute to improved corporate competitiveness.

With regard to the promotion of diversity and inclusion, the degree of their prevalence in local laws and cultures, in historical backgrounds, and in society varies greatly according to country and region.

This is why the Group has defined priorities for each region based on this policy, and then carries out activities.
We work with our customers to tackle various societal challenges and aim to contribute to the sustainable growth of a network society, positioning the advancement of diversity as an important element in solving the problems afflicting society, starting with achievement of the SDGs.
In this context, Fujitsu carries out common activities globally to achieve solidarity and synergies across the Group.

One such initiative is Fujitsu’s signing of the Women’s Empowerment Principles (WEPs).

Formulated by the UN, WEPs consist of seven principles to help women fully participate in their chosen field, and close to 2,000 organizations have announced their adoption.

Fujitsu has announced its commitment to these principles, and, throughout the Group, has clarified its determination to further empower women.
In line with signing on to WEPs, Fujitsu was the first Japanese company to join the New York Academy of Sciences’ program for supporting female students, to foster female talent in the STEM fields—a challenge within the promotion of women’s empowerment.

Through the program, “1,000 Girls, 1000 Futures,” organizations select female scientists and engineers to be paired with female students around the world to act as one-on-one mentors and offer career advice.

This year, Fujitsu has chosen 28 engineers from different regions to act as mentors and is providing them with support.
In addition to promoting women’s empowerment, Fujitsu is strengthening initiatives laterally across regions for different attributes as well.

In June of this year, Fujitsu became the first company in Japan to announce support for the UN LGBTI Business Standards.

The standard—supported by more than 100 corporations around the world, primarily global corporations—was introduced in response to the increased recognition of the role of companies in eliminating discrimination in the near future and promoting diversity.

Fujitsu has received positive feedback internally and externally since its declaration of support, and comments from employees stating that they feel very proud and encouraged provide us with further motivation.
Having looked at the initiatives we are promoting globally, I would now like to introduce the activities we are carrying out in the Japan region.
This slide plots the key measures we are advancing in the Japan region.

In Japan, the Diversity Promotion Office was established in 2008. Efforts targeting the nine attributes are carried out based on the three key activities of transforming our corporate culture, supporting individual achievement, and transforming work styles.

Since beginning D&I promotion, the company has targeted a wide range of attributes—not only female empowerment—with the goal of achieving real diversity and inclusion.
The progress we have made across the range of our activities has earned a variety of accolades from those outside of the Company.
To further advance diversity and inclusion during fiscal 2018, we are implementing measures for the following three priority initiatives:

1. Creating a corporate culture to promote innovation;
2. Expanding our pipeline for producing female leaders; and
3. Initiatives to achieve diverse ways of working
First, for creating a corporate culture to promote innovation, Fujitsu is implementing "unconscious bias" training. Specifically, we are developing an e-learning program for all employees, with plans to release it in the fourth quarter of this fiscal year.

Unconscious bias is taken up as a common training theme for the promotion of diversity and inclusion and the establishment of good office management, with case studies on race-related unconscious biases used overseas.

Fujitsu, by developing its own program that reflects conditions in Japan, aims to promote a high level of understanding. Awareness of the concept of unconscious bias is still not that high in Japan, so we plan to transform the behavior of each employee and the culture of the organization to which they belong through a four-step e-learning approach.

1. Basic understanding of unconscious bias
2. Self-awareness of unconscious bias
3. Deeper understanding via case studies
4. Personal goal setting to transform behavior

Fujitsu plans to roll out the training program to Group companies from fiscal 2019, with plans to reach the 100,000 Group employees in Japan.
Next, in order to explain our second priority initiative, turning out more female leaders, I would like to introduce some data on the gender ratio within Fujitsu Limited.

Women account for 16.7% of Fujitsu Limited’s workforce, making up 5.7% of management positions, and 6.9% of senior executives and directors, including external directors.

Among new university graduates, the ratio of women hired has been increasing in recent years, standing now at about 30%.
This slide illustrates the numerical changes in the percentage of women over the past 10 years.

Green bar graph: percentage of female employees
Blue line graph: percentage of female management
Although only little by little, the ratio has approximately doubled in 10 years
Red line graph: percentage of women newly assigned to management
The ratio has been increasing since 2013, reaching 11.3% in FY 2017.

As a numerical target relating to the empowerment of women, Fujitsu has stated its goals of women making up 20% of its workforce and new management positions by 2020, and is carrying out various measures to achieve these goals.
I will now introduce the specific measures we are taking. At Fujitsu, the pillar of our efforts to promote female advancement is the Female Leader Development Program, which we have been running since 2011.

Leading female employees are chosen from each division to receive about six months of training, which involves projects such as supplemental work experience—which is commonly said to be lacking in cases—mindset transformation, and networking with role models in the form of female managers acting as mentors.

From fiscal 2017, the number of spaces was increased by 1.5 times to expand the pipeline to produce female leaders. The program is being carried out again this year.

As a result of this initiative, approximately 60% of participants have obtained promotions.

And, 70% of participants from the first round have been promoted.
In addition to initiatives aimed at female employees, Fujitsu carries out programs for their supervising managers.

Managers are extremely influential in promoting the advancement of female employees.

At Fujitsu, we implement management training for our roughly 5,000 managers with the purpose of regularly brushing up management skills.

The first round of this measure was conducted in 2007, the second round in 2011, and the third round is nearing completion.

In the third round, themes on diversity look at how to manage employees with time restrictions and how to prevent young female employees from quitting, with discussions on specific actions that should be taken by management.

In addition, our development programs, starting with the Female Leader Development Program that I mentioned earlier, are designed to include the involvement of the participant’s supervisor to maximize effectiveness.
The third priority initiative is “Initiatives to achieve diverse ways of working.”

In response to an environmental shift, including advancing digitalization, increased diversity, changes in the composition of the workforce, and stronger labor laws, Fujitsu is promoting workstyle transformation.

Workstyle transformation is not only a priority initiative for promoting diversity, it is also an important point as a human resources measure.

This measure is not simply for reducing overtime work, but by changing to styles of work that are flexible, diverse, and that do not presuppose long working hours, we aim to achieve high productivity through a transformation of the nature of work.
Workstyle transformation at Fujitsu in 2010 is comprised of three pillars, namely, systems and rules, ICT and facilities, and the changing of awareness. Fujitsu moves forward on these three in a unified manner.

To ensure the effectiveness of workstyle transformation, however, it is insufficient to address only systems and rules, and ICT and facilities. We believe in the importance of workstyle transformation by changing the mindset of each employee.

To that end, we have been advancing the three prongs—systems and rules, ICT and facilities, and mindset transformation—as a single measure.

In terms of systems and rules, from 2017 we have opened the telework system to the entire company, we have implemented the mandatory use of annual paid vacation, and we have opened daycare facilities within company grounds. For ICT and facilities, we have provided ICT tools that allow employees to monitor their hours worked regardless of location, and have encouraged employees to make use of external satellite offices.

In regard to mindset transformation, we have held workshops in each worksite to foster a culture in which employees understand how the initiatives affect them, through discussions on their desired future state and ideal workstyle.
I would now like to raise specific results of workstyle transformation.

The first is the support we have been able to provide employees who have limited time. The utilization rate of telework by employees with childrearing or nursing care responsibilities greatly exceeds that of other employees, signifying to us that diverse and flexible workstyles are being achieved.

Accordingly, in the results of the employee awareness survey that we conduct every year, the numbers regarding the convenience of using systems and the ability to strike a work-life balance have seen a large improvement.

Second, unnecessary overtime work has been reduced. In fiscal 2017, the amount of overtime worked decreased by about 14% compared to the previous year. As I mentioned, reducing overtime was not an objective of workstyle transformation, but we think that the result of various measures, including the addition of “time awareness” as an evaluation item and a new overtime application system using ICT, has brought about a large reduction.

Third, the number of participating business units is increasing as leaders take the initiative. We have found that units that approach initiatives enthusiastically, such as when division heads actively solicit and accept the opinions and requests of young employees, are making big changes in the ways people work.

Fujitsu operates a variety of business segments—all of which have different environments and requirements. We believe that by having each business unit implement the measures that fit them best, rather than taking a uniform approach, we can generate better results.
As well as generating positive results for Fujitsu internally, we are supporting customers’ workstyle transformations. In fiscal 2017, we achieved some results in the workstyle transformation business that was based on our internal deployments.
Concluding today’s presentation, I would like to say that promoting diversity and inclusion is done with the aim of building an environment where you can work with peace of mind and is a shared principal of the SDG’s "No one will be left behind" ideal.

This is necessary to elicit the outstanding performance of employees. Going forward, Fujitsu will continue to promote diversity and inclusion, which are the foundation of innovation, as a company that respects human rights.

This approach also serves as a first step in achieving one of the themes of the Tokyo 2020 Tokyo Olympic Games - “Unity in Diversity” - of which Fujitsu is a domestic sponsor.

Together with its various stakeholders, Fujitsu will promote diversity and inclusion as an important measure of its Management Direction, and contribute to a sustainable society that embraces diversity.
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