

Priority 4

Developing Human Resources for Their Contribution to Society and the Planet

For a company to keep growing, management practices looking beyond its own business strategies to the sustainability of society, humankind, and the global environment are critical. The Fujitsu Group will contribute to the advancement of society by developing global business leaders who will balance business strategy and social value creation.



Human Resource Development

We consider the development of human resources and employee education as key management priorities, and are working to develop employees who can support a truly global ICT company.

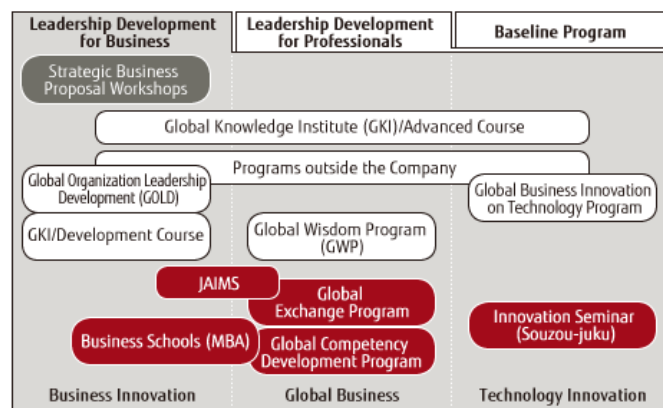
Fiscal 2011 Overview and Key Issues

The Fujitsu Group founded the Global Knowledge Institute (GKI) in 1999. GKI provides a system of programs to develop global leaders that ask "What is good for society?" and pursue the common good. Training programs have been completed by a total of 767 employees, including 273 overseas. In FY 2011, we added one new program and shored up one existing program.



Executive Vice President
Head of University headquarter
Tatsuya Miyake

System of Leadership Development Programs



The program we introduced is the Global Wisdom Program (GWP). It is rooted in a new concept-developing business leaders that take a global approach to business generation and practice from the frontlines in a multicultural world. We selected nine newly appointed managers from among the entire Fujitsu Group to participate in the first run of the program in FY 2011, sending them to developing countries like Mongolia and Cambodia where they gained practical project experience.

The program we bolstered is the Global Organization Leadership Development Program (GOLD). In FY 2011, we moved from separate implementation in the United States, Europe, and Asia to an integrated format where participants visit Fujitsu workplaces around the globe. Last year, 60 individuals from Fujitsu's overseas Group companies were selected to participate in GOLD. Going forward, we will develop the program as a platform linking the next generation of business leaders by recruiting participants from Japan as well.

In FY 2012, we will work to further diversify Fujitsu's next generation of leaders by strengthening collaboration with overseas Group companies on business leader development. Additionally, we look to bolster baseline training targeting the creation of new value for society by having each of our employees understand and act in accordance with our corporate philosophy.

Developing Human Resources with a Global Viewpoint

One point of the Fujitsu Group's growth strategy is to accelerate the process of true globalization and to be a truly global ICT company. In order to develop global human resources who can carry out this strategy, we created a global business leader training program that carries out concentrated intellectual polishing of candidates for the next generation of global business leaders. Furthermore, we have established a wide range of training and human resource development systems.

In particular, in creating these wide-ranging measures, we are studying them from diverse standpoints and methods. The participants are selected from a broad range of occupation types - such as junior staff, experienced managers, Japanese employees working abroad, and foreign employees working in Japan. Domestic programs are coordinated with those of various locations across the globe. Classroom lectures are combined with OJT.

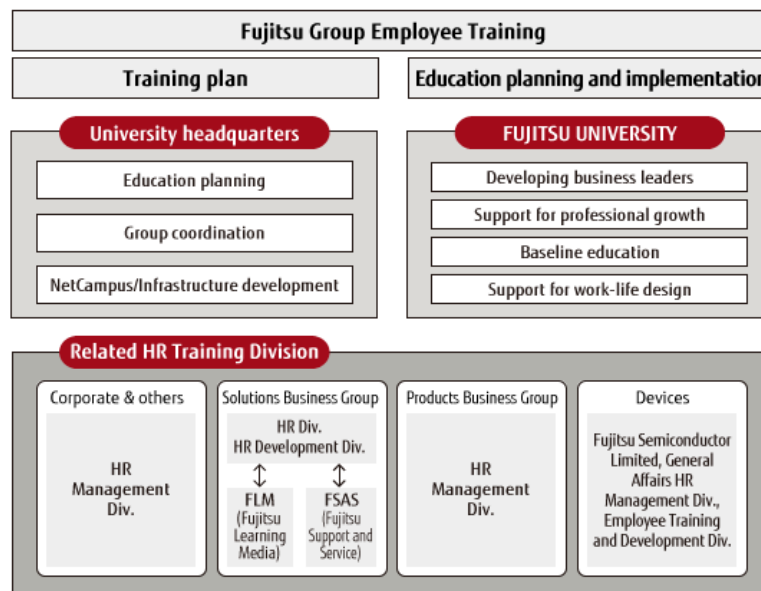
FUJITSU UNIVERSITY: An Institution for Human Resources Development

Drawing together the collective knowledge and expertise of the Fujitsu Group, FUJITSU UNIVERSITY was established in 2002 to carry out world-class human resources development to lead the Fujitsu Group and our industry.

In support of this goal, we have implemented systematic education programs at FUJITSU UNIVERSITY to develop high-level human resources based on the following pillars: (1) developing business leaders who can exhibit global business leadership; (2) strengthening the baseline (the values and skills) of our people so that they can understand our corporate vision and act based on those ideals; (3) training professionals who are able to provide customers with a high degree of added value; and (4) "work and life design support" that supports a wide range of individual needs.

In the future, we will continue to coordinate proactively with universities, other external educational organizations, and NPOs that provide high-level ICT human-resource development to raise the Fujitsu Group's presence to even higher levels.

FUJITSU UNIVERSITY



Fujitsu NetCampus

This is an online education and training platform open to all of our approximately 170,000 employees in 196 Group companies in 35 countries around the world (as of March 2012). It provides applications / admissions for courses, study materials, testing, questionnaires and other functions. Unified e-learning, which aims to disseminate corporate policies throughout Fujitsu, is also implemented using this platform.

In FY 2011, we held five of these unified e-Learning courses in Japan and one overseas. In FY 2012, we plan to hold a variety of such courses on various themes in cooperation with head offices.

Learning Language and Communication to Improve Literacy and Minds

Within Japan, we continue to work to improve our employees' language abilities, focusing on English. Our initial aim with new employees is for all of them to achieve a 600 TOEIC score. Employees not only study language intensively but also learn methods of language study that will lead to continuing improvement in ability through personal development. In addition, in order to develop global viewpoints, a wide range of subjects, such as acceptance of other cultures, and communication and management skills are incorporated in the programs.

Furthermore, we offer support programs for foreign employees working in Japan, to improve their Japanese language capability and daily living. These programs support not only the employees themselves but also their supervisors and colleagues.

New Employees Become Global Human Resources through Experience

We operate a foreign rotation system (Global Exchange Program) for younger employees, which started in FY 2008. In this system, younger employees are sent overseas for a period of two to five years. In FY 2010 we implemented our "Global Competency Development Program" targeted at younger employees in their twenties. This consists of three categories: global mindset, communication capability development, and short-term overseas experience. About 100 employees participated in this program.

As a new initiative in FY 2011, we launched a "Global Practical Wisdom Leadership Development Program" for young managers in which participants learn global leadership from direct experience, interactions with other cultures, and actual models. In this program, we aim to actuate the ability to compete on the global stage through experiences that expand the participants' capacity. This program consists of three months of concentrated training and an 18-month apprenticeship model. Participants in the first run of this program in FY 2011 were recruited from among both domestic and overseas employees.

Promoting Training in Manufacturing

At the Fujitsu Technology Institute, we seek to develop a core pool of production site operators able to adapt to rapid changes at the forefront of manufacturing. We provide a 12-month group training program that, in addition to offering certified occupational training based on Japan's Human Resources Development Promotion Act, includes training in core subjects and applied technologies vital to the Fujitsu Group.

Efforts to expand this training are also underway as we strive to reinforce the front lines of manufacturing from an organizational standpoint. Here, we are devising a system of level-specific training that includes units for managers in charge of production sites.

Formulation of Manager's Profile and Career Development Support

We have formulated a "Manager's Profile" that embodies our ideal for this class of employees. The profile underpins Fujitsu's current career advancement scheme for those interested in management, outlining both a direction to work toward and the skills that should be acquired along the way. While remaining cognizant of their own career trajectory, employees can utilize the profile to guide their skill development efforts. At the same time, Fujitsu is helping employees shape their careers by offering human resource programs built around this same vision.

Additionally, we have distributed to managers a handbook on management that is the basis for manager-specific training. The content is designed to boost their management skills in ways that will enable them to support the career development of their subordinates.

Activity Topics in FY 2011

Global Wisdom Program (GWP)

Global business development and advancement calls for incisive judgment to respond rapidly to any situation that arises. To cultivate leaders with such "practical wisdom," Fujitsu offered training for newly appointed managers, including dispatches to developing countries. In FY 2011, participants first traveled to Bangladesh and then to either Cambodia or Mongolia to observe local conditions, working to gain an understanding of developing countries' social issues, ICT utilization needs, and similar matters.

VOICE: Feedback from Participants

What I learned about the latest business and management theories from veteran instructors was especially valuable.

I am now working in China (Fujian), but every day I strive and search for ways to further our global business.



With local children on study tour in Bangladesh
Fujian Fujitsu Communication Software Co., Ltd.
Masanobu Tateishi

Global Organization Leadership Development Program (GOLD)

The Global Organization Leadership Development Program (GOLD) is a program that seeks to foster the next generation of leaders who will spearhead business at Fujitsu Group companies overseas. In addition to imparting strategic thinking and leadership skills, GOLD helps participants gain a better understanding of Fujitsu's history and business.

The group of medium-level managers worldwide selected for the program visit Fujitsu bases in Europe, Asia, North America and Japan to deepen their understanding of business and cultural characteristics unique to each region. These visits reinforce human networks that transcend regional boundaries and go beyond the limited framework of a training program. As such, GOLD has evolved into an opportunity to create new value.



Group photo of GOLD participants

Tohoku Reconstruction Assistance Programs

In late August 2011, Fujitsu teamed up with the non-profit organization Tono Magokoro Net to roll out a program for new employees to provide assistance in disaster-stricken areas. Around 300 people in total traveled to affected areas near the coast of Iwate Prefecture, Japan, over six consecutive weeks, helping out with tasks like debris cleanup, farmland revival, and PC data entry. In addition, Fujitsu employees who voluntarily took part in disaster volunteer programs offered assistance in areas of Iwate Prefecture such as Rikuzentakata City, Kamaishi City, Otsuchi Town.



Clearing debris in Rikuzentakata

Fostering Instructors for On-Site Environmental Classes

Fujitsu visits schools to give lessons aimed at conveying to local adults and children the importance of the environment. In FY 2011, classes were held at 49 locations, including at elementary schools, junior and senior high schools, and local community centers, with roughly 3,140 people taking part. Lessons touched on topics such as the "PC 3R" exercise (in which students learn about 3R while dismantling a PC), the My Earth card game (in which students study global environmental problems), and how electricity is produced and ways to measure when it is being wasted. Fujitsu also took steps in FY 2011 to foster the development of instructors for these classes, dispatching a total of 85 people (as of April 2012) as instructors across Japan.



On-Site Environmental Classes