

Embracing Diversity and Inclusion / Developing Human Resources for Their Contribution to Society and the Planet

Approximately 160,000 employees are active across the world in the Fujitsu Group. We would like to grow as an organization together with each employee by embracing individuality and bringing together a diverse group, without bias toward nationality, gender, age differences, or disabilities.

Additionally, we will contribute to the sustainable development of society and the planet, while both executing our business strategy and solving social challenges, by fostering next-generation leaders as we work toward the Fujitsu Group's goal of being a truly global ICT company.

Level of Performance: ★★★ Achieved plan targets
 ★★ Not all plan targets were achieved and some issues remain to be addressed
 ★ Plan targets have not been achieved

CSR Activity Targets and Achievements

		FY 2013 Targets	FY 2013 Performance	FY 2014 Targets
Embracing Diversity and Inclusion	Corporate Culture Reform	<ul style="list-style-type: none"> Further promote training and education for Fujitsu and domestic Group companies, led by the Human Rights Promotion Committee. Advance the process of establishing a human rights management structure (human rights due diligence). Implement new measures in workplaces to address issues uncovered in the Head-of-Unit interviews. Strengthen initiatives to address factors that were strongly related to improvement of employee satisfaction in the FY 2012 survey. 	<ul style="list-style-type: none"> Implemented a Fujitsu Global Compliance e-Learning course for all companies inside and outside Japan. Also held human rights training events and workshops in each region coinciding with Human Rights Day, in addition to training, related to human rights, held when employees are promoted. Launched a working group and carried out issues analysis in order to establish human rights due diligence. Support for development in the workplace: <ul style="list-style-type: none"> Supported various diversity promotion activities initiated at each workplace. Shared diversity promotion initiatives from each company in Japan during the Director's Meeting for domestic Group companies' Human Resources Units. Received recognition for our various initiatives by being awarded by the Ministry of Economy, Trade and Industry in the Diversity Management Selection 100 award program. Shared with all companies the results from the FY 2012 survey that "being presented with challenging and interesting work opportunities" was the sentiment that had the highest correlation with employee satisfaction, and promoted corresponding initiatives in each of our corporate organizations. 	<ul style="list-style-type: none"> Further promote training and education for Fujitsu and domestic Group companies, led by the Human Rights Promotion Committee. Formulate a Fujitsu Group human rights policy in order to establish human rights due diligence. Strengthen support for diversity promotion at workplaces oriented toward generating innovation, including at overseas Group companies. Promote initiatives for presenting "challenging and interesting work opportunities" in each of our corporate organizations, and support the improvement of employee satisfaction in each organization.
	Helping Individuals Flourish	<ul style="list-style-type: none"> Expand positive action for women at Fujitsu (enhance training and diversity mentor program; consider support for active work by young women employees). More effectively implement networking events for all attribute groups. 	<ul style="list-style-type: none"> As a positive action for Fujitsu's female employees, implemented a Female Leaders Training Program (47 attendees). Held events for each division to support the active involvement of disabled employees, non-Japanese employees, employees raising children, and employees caring for family members. (This was also carried out for our (domestic) Group companies.) 	<ul style="list-style-type: none"> Expand continuous "talent management" for female employees from their early years of employment, aiming to support their promotion to management positions.
	Promoting a Work-Life Balance	<ul style="list-style-type: none"> Consider measures based on results related to work-life balance that were uncovered in the survey of diversity awareness. Promote telecommuting using ICT to help achieve more diverse work styles. 	<ul style="list-style-type: none"> Results of each system's use in the Fujitsu Group: <ul style="list-style-type: none"> Employees using child-care leave: 248. Male employees taking paternity leave: 503. Held forums in the Kanto and Kansai regions regarding transforming work styles to be compatible with work and nursing care. (This was also carried out for our (domestic) Group companies.) Completed the adoption in Japan of a global communication platform. 	<ul style="list-style-type: none"> Expand support measures for transforming work styles for each individual employee.
Developing Human Resources for Their Contribution to Society and the Planet	Working to Develop Employees Who Can Support a Truly Global ICT Company	<ul style="list-style-type: none"> Continually perform "program development for selected employees based on human resource strategy" and "global competency development program for young employees in Japan" to nurture global business leaders. Roll out baseline education that is systemized according to job function and role. 	<ul style="list-style-type: none"> Nurturing global business leaders: <ul style="list-style-type: none"> Within the next-generation business leaders development programs (83 total attendees), reassessed the program structure for selecting young managers from an innovation-generation perspective. Implemented global competency development program for young employees in Japan (49 attendees). Implemented training for newly promoted employees following a new structure: <ul style="list-style-type: none"> Systematically reassessed the fundamentals of business execution from the perspective of knowledge and practicality, and realigned them with an aim toward strengthening management, leadership (communication), and business implementation ability. 	<ul style="list-style-type: none"> Strengthen implementation framework geared toward reflecting next-generation business leaders development program results in our business activities. Nurture business leaders with experience and a global business outlook; reassess programs for young managers.

Promoting Diversity with Three Priority Measures

Diversity and inclusion are positioned as one of the priority management issues at Fujitsu. FY 2013 was the final year of Stage 2: "Understanding and Practice" of the diversity promotion campaign. In addition to the initiatives of Stage 1, three priority initiatives have been continuously carried out since FY 2011.



Noriko Shiono
Vice President,
Diversity Promotion
Office

Stage 3, starting from FY 2014, will add "Innovation from Diversity" to the existing themes, with the following priority initiatives slated for action:

- Support diversity promotion at workplaces oriented toward generating innovation.
- Expand and improve continuous "talent management" for employees (particularly female employees) from their early years of employment, aiming to produce diverse leaders.
- Roll out measures to Group companies inside and outside Japan.

Our various initiatives to date, including overall efforts for diversity and inclusion, and examples of our innovation at work sites, have been recognized by the Ministry of Economy, Trade and Industry in the Diversity Management Selection 100 award program.



Devoting Energy to Nurturing Next-Generation Leaders and Utilizing Global Human Resources

The Fujitsu Group is devoting particular energy to nurturing next-generation leaders and managing our global talent that will lead us to our goal of being a truly global ICT company.



Hiroki Hiramatsu
Senior Director,
Global Human
Resources Unit

Selecting excellent human resources, having employees engage in action learning, and providing challenging assignments are the cornerstones of training our next-generation leaders. In addition, working toward expanding business in fields of innovation that will be future drivers of growth, we are strengthening the development of our corporate organizations and employees so as to collaborate with diverse human resources and create new businesses.

We are working to build a global human resources foundation that can implement these processes with broad consistency. Specifically, we are adopting common global "work responsibility leveling" and "leadership competency" so that we can understand the level of our human resources talent and employees in key global positions as we aim to actively leverage human resources that span many countries and regions.

TOPICS

Establishing a Special Subsidiary* for Promoting the Employment of People with Disabilities

To date, employees with disabilities have been active in various positions in the Fujitsu Group. In December 2013, we set up Fujitsu Harmony Limited in our Kawasaki plant, with the objective of providing more forms of employment for workers with disabilities.

Operations commenced in February 2014 and as of the end of May, eight disabled employees are at work. Current work responsibilities include enclosing, sealing, and sending documents, creating PDF files, shredding documents, etc. Going forward, we plan to increase these work tasks and the number of employees.

The new subsidiary gives consideration to the particularities of each employee's disability and aims to be a workplace where they can continually be more active.



Workers at Fujitsu Harmony Limited creating PDF files

***Special subsidiary:** A subsidiary that requires authorization by the Minister of Health, Labour and Welfare and is established with particular consideration for people with disabilities.

TOPICS

Research and Development* of a Meeting Support System for People with Hearing Impairment

Fujitsu is developing an application that uses voice recognition software to convert speech from meeting participants into text, send that text to meeting participants' PCs in real time, then allow hearing impaired participants to read the content of the meeting discussions, and type, write, or use stamp input to send their responses.

Use of this meeting support system makes it easier for people with hearing impairment to participate in meetings, improves on existing responses to information support challenges, and realizes universal design for meetings.

* Research and development through the Ministry of Internal Affairs and Communications' 2013 subsidy program for supporting the use of ICT (R&D for technology, etc. directed toward eliminating the digital divide).



A meeting participant using a microphone to convert speech to text

Diversity and Inclusion

Embracing Diversity and Inclusion

Based on the statement "We respect diversity and support individual growth" in the Corporate Values of the Fujitsu Way, in 2008 we set up the Diversity Promotion Office as an organization to promote respect for diversity throughout Fujitsu. The Diversity Promotion Office's vision for Fujitsu sets forth the following two objectives:

- **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, and develop Fujitsu into an even better company.

Efforts at Promoting Diversity

To review the status of its diversity promotion, Fujitsu has been carrying out an annual survey of all corporate officers, employees and temporary staff. Based on the results of this survey we are focusing on the following three measures: (1) a reform of mindset and culture in the organization; (2) support for individual success; and (3) reform of way of working.

Stage 1: FY 2008–2010 (Awareness and Understanding)

Fujitsu worked to create policies that foster awareness and understanding of diversity so as to create a basis for diversity promotion. In internal publications and on our intranet (in both Japanese and English), we published the results of questionnaires and interviews with top management, and introduced role models*1 and information about our various efforts. Furthermore, we also held a variety of company events, including companywide diversity promotion forums, various networking events, forums with individual themes, and a number of different level-specific training sessions for executives and managers. At the end of FY 2010, we designed an e-learning program, called "Creating a Workplace That Inspires All Employees to Work Energetically," to put diversity promotion into practice in the workplace. We opened the program to all executives, employees and temporary staff.

*1 Role models: In general, people whose conduct functions as a guide or example for others.

Stage 2: FY 2011–2013 (Understanding and Achievement)

In addition to past and ongoing activities, with understanding and achievement of diversity as the goal, we worked to achieve the three objectives below in light of individual problems that came to light through earlier activities.

The first objective was, "Support workplace activities designed to promote diversity." We selected representative managers from each Unit and held study sessions, shared information, and supported activities at each business site. In addition, we interviewed the heads of Units in order to understand the status quo at each business site and the thoughts of each director.

The second objective was, "Support active participation by female employees." We strove to achieve the target set in FY 2011 (a 20% ratio of female employees by FY 2020 and a 20% ratio of newly appointed female managers by FY 2020) and worked on positive actions, such as special selected training for female employees.

The third objective was, "Promote measures among Group companies in Japan." In FY 2011, we carried out diversity promotion briefings for each company's diversity promotion manager. We also expanded the scope of various Fujitsu-led events, survey questionnaires, and e-Learning to domestic Group companies.

Diversity Targets and Results

	Period	Target	Key Measures
1	2008-2010: Awareness and Understanding	<ul style="list-style-type: none"> • Foster awareness and understanding of diversity promotion among all corporate officers and employees 	<ul style="list-style-type: none"> • Conduct surveys of employee awareness of diversity • Implement e-learning programs • Build human networks for female, disabled, and foreign employees
2	2011-2013: Understanding and Practice	<ul style="list-style-type: none"> • Promote workplace diversity • Support more active participation by female employees • Promote measures among Group companies in Japan 	<ul style="list-style-type: none"> • Select managers to represent diversity promotion in business units and hold study meetings. Determine the actual status of workplaces through interviews of division managers • Set quantitative targets for active participation by female employees and conduct training • Hold briefings for domestic Group companies, hold events for employees of domestic Group companies
3	2014-2016: Practice and Business Contribution	<ul style="list-style-type: none"> • Support diversity promotion at workplaces oriented toward generating innovation • Expand and improve our pipeline for producing a variety of employees (focusing on female employees) with leadership skills • Promote measures among domestic and overseas Group companies 	<ul style="list-style-type: none"> • Interview management and hold meetings with experts • Implement level-specific measures to support the active participation of female employees • Survey the status of each Group company and share the results

Supporting the Active Participation of Female Employees

As an immediate high-priority issue, Fujitsu is setting quantitative targets to reliably create significant numbers of female managers, while promoting activities to achieve these targets.

In more specific terms, we are selecting female employees who are or team leaders and, in coordination with the relevant workplace, management level, HR division, and the Diversity Promotion Office, establishing and implementing training programs appropriate for these individuals as candidates for promotion. For other levels of employees, we also hold workshops and events to encourage them to review their careers and envision their future career path. We are also planning and implementing networking events as opportunities to receive fresh encouragement from others. Furthermore, to help our female employees improve their self-esteem and enhance job satisfaction, we hold forums for all our female employees and giving publicity to role models. Starting in FY 2011, we have been setting up "diversity mentors," selected from the ranks of upper level female managers, who will support the personal and career development of our female employees from a different standpoint than their immediate supervisors.

Note that we use the same recruitment standards regardless of gender with respect to promotion of managers at Fujitsu.

Trends in Women Managers (Fujitsu Limited)

FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
3.1%	3.5%	3.7%	4.0%	4.3%

Female Leadership Development Program (from FY 2011)

Fujitsu has initiated the Female Leadership Development Program, designed to support long-term career furtherance by its female employees. Through the program, Fujitsu is developing human resources to serve in leadership roles, while grooming future management staff.

Open to members selected by each division, this roughly half-year program seeks to boost awareness of career options and develop managerial skills through intensive classes centered mainly on team activities, coupled with on-the-job training. Diversity mentors, acting as team activity advisors and role models, provide advice and guidance, and each team offers its own suggestions to management at the end of the program.

To enhance effectiveness, the program is conducted in coordination with key staff members from worksites, management, personnel, the Diversity Promotion Office, and



Fujitsu University, who all work together for the program's success.

Supporting the Active Roles and Employment of People with Disabilities

Fujitsu employs people with disabilities without limitations on where they may work. People with disabilities, therefore, are working in a wide variety of positions, including as researchers, developers, sales staff, systems engineers, and business staff.

To hire people with disabilities, we have prepared a pamphlet for students with disabilities and included in it specific information such as interviews with current employees with disabilities, Fujitsu's perspective on hiring people with disabilities, and the range of jobs available once a person is hired. We hope this assuages any anxiety and conveys an environment where anyone can actively work, with or without a disability. Correspondingly, we implement long-term follow up from initial human resource development until the employee is established, so that workers can stay with Fujitsu for the long term. One example of this is training for new employees and interviews together with their workplace in order to bring out the best of the individual's abilities.

In addition, Fujitsu holds forums on the creation of networks of disabled employees and the creation of workplaces where everyone can produce results regardless of any disability they may have. Moreover, we publicize on our intranet role models and manuals for workplaces that can accept disabled employees.

As a result, the percentage of people with disabilities employed by the Fujitsu in FY 2013 was 1.96%.

Trend in Employment Rate of People with Disabilities (Fujitsu Limited)

FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
1.90%	2.01%	2.05%	2.00%	1.96%

Recruitment of Global Talent

With sights on global business expansion, Fujitsu takes part in career events in and outside Japan geared to foreign students, as well as holding its own seminars and accepting university students from abroad for internships. Through these and other actions, Fujitsu is recruiting foreign nationals studying in Japan and university graduates from other countries, bringing the total of foreign nationals working at Fujitsu to 261 as of March 31, 2014.

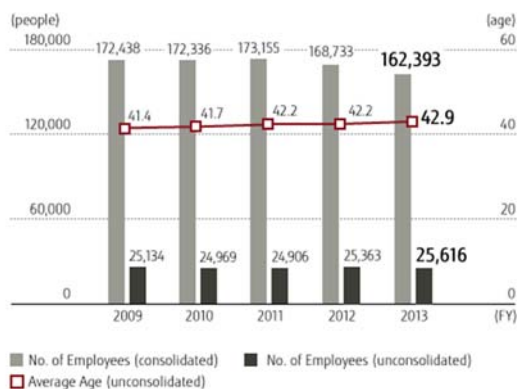
Support for Foreign Employees in Japan

Fujitsu started the Integr8 project in 2007 to enable international employees based in Japan to contribute and utilize their full potential as part of a global workforce. After six years, the program has grown to a community of over 400 people and has spread to become a means for supporting and "integrating" internationalism into Fujitsu workplaces, and encouraging cultural exchange between employees of different nationalities. At present, the program has expanded its mission

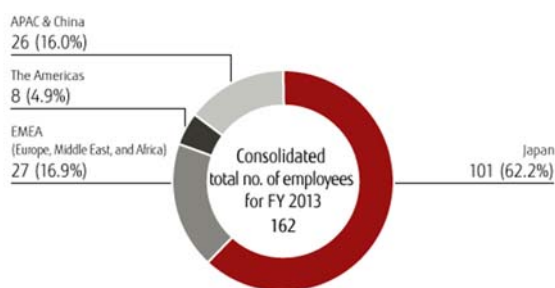
to cover the three objectives of: 1) supporting the formation of a global society within Fujitsu Group companies, 2) building structures for accepting cultural differences and fostering diversity-embracing mindsets, and 3) supporting the assimilation of foreign nationals into Fujitsu's organizational environment as well as into Japanese society.

In FY 2013, the program engaged in networking and other activities that included providing a forum for the lively exchange of ideas on making Fujitsu more globalized and providing a forum for discussions among the supervisors of foreign employees. Furthermore, to allow foreign employees to gain and share basic information on Fujitsu policies and living in Japan, we have set up a system in English on our intranet to field questions and requests for consultation, and communicate other items including rules and regulations related to work, a business trip guide, information on how to acquire a visa, and explanations of daily living necessities.

Trends in Numbers and Average Ages of Employees



Employees by Region



Supporting the Active Participation of Older Workers

Fujitsu has established a post-retirement rehiring system aimed at providing opportunities to retirees who desire to continue work after the retirement age of 60, and who want to make the best use of their abilities.

Efforts Promoting Respect for Human Rights

Respecting Human Rights

The shared values articulated in the Code of Conduct of the FUJITSU Way are guidelines for each employee to comply with in conducting daily business operations. Prime among them is "We respect human rights," a principle that underpins all our corporate and individual activities and disciplines the actions of every member of the Group.

As detailed guidelines on the Fujitsu Way Code of Conduct for employees, we are uniformly putting the Global Business Standards (GBS) into practice and continuously sharing our philosophy on respect for human rights across the Group worldwide. We have stipulated policies for human rights in employment. We continue to work for equal employment opportunities, respect for human rights, elimination of discrimination, and the prohibition of forced labor and child labor. While we publish these policies on our website, we take every chance for education or training that will promote understanding and penetration of these policies.

Fujitsu has publicly announced its support for the ten principles of the United Nations Global Compact*1 and will continue to move forward with management that places a high priority on human rights.

*1 Ten principles of the United Nations Global Compact: Ten principles in the areas of human rights, labor practices, the environment, and anti-corruption, that corporations should uphold.

FUJITSU Guiding Principles of Respect for Human Rights in Employment (Full Text)

With a view to realizing our growth and profits, respect for human rights must be an integral part of our business culture. FUJITSU is committed to creating a culture in which employees respect the dignity and worth of individuals.

To this end, FUJITSU will strive to foster respect for human rights in all the countries and regions where we operate our business while providing an environment that encourages employees to understand and realize importance of human rights.

- 1. Equal Employment Opportunity and Respect for Human Rights**
 FUJITSU strives to provide equal employment opportunities. FUJITSU is committed to treat our employees with no illegal discrimination based on race, color, religion, creed, sex, social status, lineage, physical or mental disability, sexual orientation and any other legally protected category that is unrelated to the legitimate interests of FUJITSU.
- 2. Compliance with Employment Laws and Regulations**
 FUJITSU adheres to the applicable laws and regulations of the countries and regions in which it operates in treating our employees.
- 3. Prohibition of Forced Labor / Child Labor**
 FUJITSU will not use any form of forced or compulsory labor. FUJITSU will not use child labor.
- 4. Work Environment**
 FUJITSU strives to achieve and maintain a healthy and safe work environment that motivates its employees.

Promoting Human Rights Education

In the Fujitsu Group, we implement activities to promote human rights awareness through the Human Rights Promotion Committee, which is chaired by the board member in charge of human resources. Regional human rights promotion committees comprised of regional workplace representatives act as implementation organizations, and group companies have established similar committees.

The head office of the Human Rights Promotion Committee regularly check on the status of activities and issues at regional and group company human rights promotion committees. Findings are used by Human Rights Promotion Committees to summarize activities and set directions for the pursuit of ongoing, systematic education and training.

In line with the directions set by the Human Rights Promotion Committees, individual regions and group companies undertake training and education that are based on common training content for all companies and adjusted for the specific circumstances of the region or group company. Buraku discrimination, harassment, and other problems are taken up in training held for those who have been promoted and other training conducted during the year.

In FY 2013, we rolled out our "Fujitsu Global Compliance" e-Learning course to all companies. The course takes up the issues of respect for human rights and maintaining a healthy working environment, and was utilized by nearly 100% of employees at Fujitsu and Group companies.

Furthermore, in conjunction with Human Rights Week every December, we work to foster an environment in which everyone can think about and discuss human rights to promote respect for human rights in households and local communities with connections to the Fujitsu Group. Examples of these efforts include the hanging of posters on human rights awareness, contests in which employees and their families come up with slogans on human rights awareness, and the distribution of human rights promotion leaflets.

Human Rights Enlightenment Structure



Consultation Services and Human Rights Monitoring

In an effort to create an environment where each individual employee can work with peace of mind and fully exercise their capabilities, the Fujitsu Group has established internal consultation services to which employees may bring their human rights concerns. These services have been established in each region as well as at our headquarters to make it easy for employees to raise their human rights concerns.

Contact information for human rights consultation services are posted on our intranet and made known to employees via posters, training sessions, etc., and regular training is held for personnel engaged in the provision of consultation services, so that they can perform their roles appropriately.

The personal information and privacy of employees who make use of the consultation services are protected, enabling employees to seek advice on matters like relationships with coworkers, harassment, and troubles and doubts concerning human rights, and ensure the consultation services are able to help improve workplace environments.

Matters brought to the attention of consultation services are reported - with proper precautions to protect personal information and privacy - to Human Rights Promotion Committees and regularly communicated to corporate auditors. This is done to monitor use of the consultation services and to use information on the reported matters to prevent recurrences.

Human Rights Consultation Service



Names and contact information for consultants are clearly communicated to employees, so they can choose a service to consult.

Human Rights Due Diligence Scheme

The Fujitsu Group, in accord with the FUJITSU Way, employs a process that follows a PDCA cycle and is led by the Human Rights Promotion Committee to elevate both awareness of human rights issues and the management level at which they are addressed. Since FY 2012, we have been establishing a human rights due diligence scheme that covers the entirety of our global value chain and closely assesses the importance of human rights in our business.

In FY 2013, we conducted a review of our documents and work tasks regarding human rights at Fujitsu, and considered issues and future policy measures. We also held a stakeholder dialogue to achieve a deeper understanding and wider awareness of global standards, including the United Nations Guiding Principles on Business and Human Rights (the Ruggie Framework). The dialogue was viewed at each of our business sites via our intranet.

We also prepared a written survey, in accordance with the ISO26000 standard, that we fielded among a total of 122 Group companies inside and outside Japan to check the status of

human rights initiatives throughout the Fujitsu Group.

In support of the establishment of the human rights due diligence scheme, we will pursue efforts in FY 2014 that include formulating a global policy and promoting measures for greater understanding of human rights.

- Basic Policy on CSR (CSR activities applying ISO26000)
<http://www.fujitsu.com/global/about/responsibility/philosophy/iso26000/>

Initiatives led by the Human Rights Enlightenment Committee



Initiatives for Preventing Forced Labor and Child Labor

The Fujitsu Group has stipulated that it will not use forced labor or child labor. In FY 2013, we conducted a written CSR survey based on the ISO26000 standard among our 122 related companies in and outside Japan. Through that survey, we confirmed information on initiatives for the prevention of forced labor and child labor.

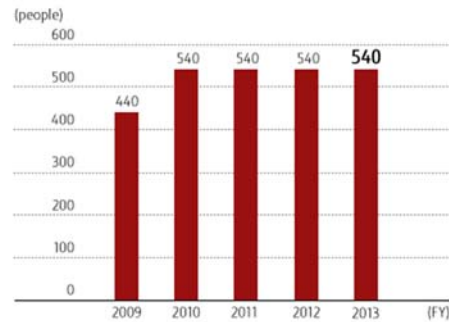
We also make our business partners aware of the Fujitsu Procurement Guideline, which includes provisions on the elimination of forced labor and child labor. In FY 2013, we asked our approximately 600 primary suppliers to complete a written survey on the status of CSR initiatives, including steps for the elimination of forced labor and child labor.

Striving to Provide Equal Opportunity in Employment and Advancement

In its hiring processes, Fujitsu does not discriminate by age, gender, nationality, or other factors, and we offer opportunities for promotion once someone has reached a stage commensurate with general competence and performance.

We are also strengthening our multifaceted efforts to increase equality of opportunity, including a rehiring system for those who leave Fujitsu to raise children or care for infirm or elderly family members, and the promotion of women employees to management positions.

Hiring of Recent College Graduates (Fujitsu Limited)



Average Years of Service

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Male employees	18.4	18.8	19.0	18.8	18.9
Female employees	16.3	16.4	16.7	16.4	16.3

Number of Employees Per Type of Contract

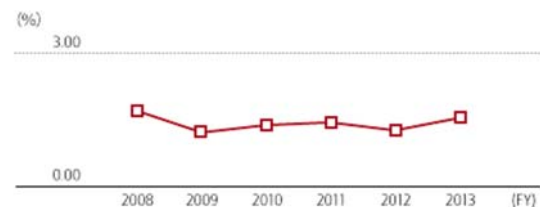
	Full-time	Non-full-time*2	Total
Consolidated group	162,393	17,448	179,841
Fujitsu Limited	25,616	1,068	26,684

*2 Fixed term employees (part-time, contracted, temporary, etc.)

Number of employees per age group (Fujitsu Limited)

	Men	Women	Total
Under 30	2,309	819	3,128
30-49	14,113	2,491	16,604
50 and over	5,280	604	5,884
Total	21,702	3,914	25,616

Retirement Rate (Fujitsu Limited)



*Full details not for disclosure

Creating Good Working Conditions

Arranging Support Environments for Compatibility between Work, Pregnancy, Child care, and Nursing Care Needs

Fujitsu is committed to providing a work environment that is easy to work in, allows employees not only to work but also to raise children or care for family members, and supports a diverse range of work styles so that all our employees can fulfill their potential.

Arranging Systems to Support Pregnancy and Child Care

In regards to pregnancy and child care, we have established and implement our action plans*1 in accordance with the Law for Measures to Support the Development of the Next Generation. In addition, we provide babysitter subsidies and have established and are operating in-house childcare facilities at some of our sites. Furthermore, we conduct a forum to assist and help build networks for employees who have just returned to the workplace after child care leave, or who are taking child care leave and will return to the workplace.

*1 Action plans: We established four time frames in the 10-year period from 2005 to 2015 and are now implementing our fourth action plan (April 1, 2013 to March 31, 2015).



Logo mark stipulated by the Minister of Health, Labour, and Welfare according to Article 14, Item 1 of Japan's Law for Measures to Support the Development of the Next Generation (Next-generation approval mark)

* Fujitsu received the Next-generation approval mark from the Minister of Health, Labour and Welfare during our 1st to 3rd action plans.

Conducting Surveys of Employees Regarding Nursing Care

With regard to nursing care, Fujitsu conducted a survey in FY 2012 to gain information on employees' needs, etc. for the provision of nursing care. This survey was conducted among employees 40 or older at Fujitsu and two Fujitsu Group companies. We used survey results in a forum we held covering topics including public nursing care services that are in high demand and internal information on nursing care. The forum and results of the survey were made available on our intranet and to Group Company employees.

In addition, we have established work leave systems aimed at providing employees with leave opportunities to rejuvenate themselves or engage in volunteer work.

Number of Employees Using the Care Leave Support System (FY 2013, Fujitsu Limited)

System	Total*2	Men	Women
Child care leave	248	5	243
Family care leave	7	5	2
Reduced working hours (child care)	567	20	547
Reduced working hours (family care)	5	0	5
Paternity leave	503	503	-

*2 Numbers of Users: Figures include employees who have continued to use the system from the previous fiscal year. The percentage of employees who return to the workplace after taking child care leave is nearly 100%, for both men and women.

Return to Work Rate/Continuous Work Rate after Child Care or Family Care Leave (FY 2013, Fujitsu Limited)

System	Return to work rate	Continuous work rate*3
Child care leave	98%	100%
Family care leave	100%	100%

*3 Continuous work rate: The proportion of employees continuing work 12 months after returning from child care leave or family care leave.

Practical Initiatives for Reforming the Way We Work

Holding a Variety of Forums

We are implementing a variety of forums to improve both productivity and individual job satisfaction and fulfillment based on the many different ways people work with the theme "Reforming the Way We Work."

We focused on understanding differences in ideas through FY 2009, and since FY 2010, we have been implementing training based on concrete, practical measures. In FY 2013, we held forums on reforming the way we work so appropriate attention can be paid to both work and nursing care needs. A November forum was held, including Group companies, in the Kansai region, and a December forum was held, also including Group companies, in the Keihin region.

These forums consisted of talks and group discussions and were intended to give participants an opportunity to develop their understanding of job approaches, and make immediate changes, that would allow them to balance nursing care and work, and continue working with a sense of worthwhileness.

Promoting Diverse Work Styles

So that each and every one of our employees can work efficiently to create even higher added value, Fujitsu has adopted satellite office and mobile work tele-work options in addition to a work-from-home system.

In addition, we are promoting work styles that apply global communication platforms to further the endeavors of our diverse workforce.

Fujitsu Tele-work System

Type	Definition of workplace
Work from home	Home
Satellite office	Office other than main office • Fujitsu or Fujitsu Group business offices (excluding offices where an employee is stationed)
Mobile work	Locations other than main office • Customers' sites, hotel rooms on business trips, etc.

Employee Benefits and Welfare Program

The Fujitsu Group has programs in place that are suited to the life styles of employees and strive to allow them and their families to lead healthy and prosperous lives. We offer support for employees' future welfare and self-sufficiency through various initiatives, including savings/property accumulation programs, an employee shareholding association, group insurance benefits, housing support, medical support, health support, and child support.

Measures to Energize Communication

Labor Relations

Based on labor-management agreements with the Fujitsu Labor Union, Fujitsu holds discussions about various employment conditions and explains management policies and business conditions, along with business reorganization and other matters, to its employees through regular and ad hoc meetings such as the Labor Council or Productivity Council. Furthermore, these agreements stipulate the collective bargaining rights of the union. Note that since Fujitsu adopts a union shop system, all ordinary employees are members of the Fujitsu Labor Union (at Fujitsu, 75.8% of employees are part of the union^{*4}).

In Europe, the Fujitsu European Annual meeting has taken place every year since 2000, with the overall financial conditions of the Fujitsu Group and other issues shared with the employee representatives from Fujitsu Group companies.

^{*4} Union participation rate: The 75.8% figure quoted is the ratio of normal employees out of all full-time employees (including managers).

TOPICS

Helping Temporary Staff in China Shift to Directly Hired Contracts

At China's National People's Congress, ^{*5} held in March of 2013, annual GDP growth targets were set on a par with those of 2012 and the government's stance was clearly communicated, emphasizing sustainability and stability for growth. In addition, in July 2013, a revised labor law imposing limits on temporary staffing was put into effect, accelerating movements to stabilize the status of workers with respect to hiring contracts.

In line with these developments, Fujitsu Group companies in China reassessed their hiring programs in order to shift more temporary workers to directly-hired employees. Furthermore, in a human resources working group organized across our Group companies, we are continuing to discuss the state of sustainable hiring, as well as continuously building an environment that allows for cooperation between labor and management.

^{*5} National People's Congress: Equivalent to the Diet in Japan, this is China's legislative body and is stipulated in their constitution as the highest government authority.

Establishment of a Consultation Service for Human Resource Programs, etc.

Fujitsu established a consultation service as a contact point for e-mail and phone calls to the Human Resources and Administration Units, as we work to build a structure that makes it easy for employees to seek guidance on human resource and administrative programs.

Employee Satisfaction Survey

To gauge the dynamism of an organization and assess the level of employees' satisfaction therein, we have taken a multi-faceted employee satisfaction survey every year since 2004.

The FY 2013 survey was conducted among approximately 82,000 employees (of which about 30,000 are Fujitsu employees), including people working at 85 domestic Group companies that requested it. With over a 90% response rate Group-wide, the percentage proud to work at Fujitsu was approximately 80%.

Based on survey results, we are implementing measures in each Unit to improve employee satisfaction, and are sharing throughout the Group examples of actual initiatives that succeeded in increasing employee satisfaction. Furthermore, we are using the survey results to review our Company-wide policies such as personnel systems. With the employee satisfaction survey as our starting point, we will promote measures based on both organization and Company policies to ensure that Fujitsu remains a company where each employee can raise his or her own worth and work with pride and purpose.

Group Efforts in Overseas Business

Beginning in FY 2011, the Fujitsu Group conducted its first employee engagement survey of all of our former international business group^{*6} employees (some 47,000 persons, in Japan and overseas). It has focused on the degree of employee proactive commitment to (or engagement with) the organization or management and on identifying the elements involved in that commitment. Generally, it is thought that companies where employees have a high level of engagement achieve superior business results, productivity, and customer satisfaction.

The overall response rate for the FY 2013 survey was 77%. In response to questions related to engagement, such as "Do you feel proud to work at Fujitsu?" on average 63% of employees responded positively (whereas 24% responded "cannot say" and 13% said "no"). Every year, each of our organizations formulates, carries out, and monitors the progress of action plans that take into account the previous year's survey results. In FY 2013, as well, workshops, etc. were held in each organization to actively work toward boosting employee engagement. In FY 2014, the employee engagement survey will again be conducted and results will be utilized with the aim of creating environments that further enhance employee commitment and support employee initiative.

^{*6} Former international business group: This structure ended during our March 2014 organizational changes. At present, all business hubs within the Group are subsumed in their respective regions.

Occupational Safety and Health and Health Management

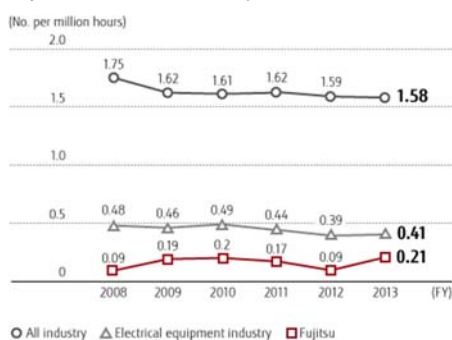
Efforts to Improve Occupational Safety and Health

Based on the Fujitsu Corporate Values, we work to ensure the safety of employees by providing work environments where people can work in safety and comfort. Management and the Labor Union have stipulated safety and health regulations and are promoting the formulation of regulations for health exams, which include provisions that exceed what is required by law, as well as support of employees stationed abroad, etc.

In Japan, management and the Labor Union have jointly established a Central Safety and Health Committee, which meets annually, and a direction has been established for all employees of Fujitsu Ltd to follow regarding safety and health. The safety and health management organizations at individual business sites hold monthly meetings of their Safety and Health committees. These committees establish directions suited to the unique characteristics of the business site and work to create safe, healthy workplaces. Each business site's safety and health management organization also performs workplace inspection tours and takes other steps to check for and rectify dangerous locations and factors that may impair health, while conducting risk assessments.

In FY 2013, all Fujitsu Group business sites undertook measures to help prevent related accidents and accidents due to falls. We will continue to promote safety and health education and training that match the characteristics of each workplace to create a workplace environment in which all our employees can work confidently in safety and comfort.

Frequency of Industrial Accidents (Fujitsu Limited)



Health Management and Enhancement Initiatives

The Fujitsu Group has established Health Promotion Centers and Health Care Centers at each business site and is undertaking activities that seek to maintain or enhance the health of employees and their families, and elevate health literacy (knowledge of health-related matters). Eligibility for health support services includes not only employees and their families but also retirees.

Implementing Health Checkups

The Fujitsu Group conducts annual health checkups, with results made available to employees via a system they can access from their own desk as an added measure to encourage self-management of personal health. In addition, activities aimed at early detection of diseases are undertaken in collaboration with the Fujitsu Health Insurance Organization, and a subsidy system has been created to help defray costs related to gynecological and obstetric examinations, and simple brain and lung checkups.

Efforts to Enhance Health and Fostering a Self-Care Mindset

The Fujitsu Group has developed a Health Enhancement Campaign targeting all Group employees. In addition to health consultations for individual employees to help prevent lifestyle-related and mental illnesses, targeted education and health talks are held to enhance mental and physical health. As part of this effort, and to foster a self-care mindset, we hold walk rallies and other health promotion activities, healthy lunch seminars and other dietary education activities, activities aimed at helping employees stop smoking, women's health education activities, and other activities as well.

Mental Health Services

Fujitsu appointed an in-house mental health counselor at an early stage to provide mental health counseling services to employees. In FY 2013, 10 counselors traveled to individual business sites to attend to the mental health care needs of employees. Self care has been enhanced through measures such as stress tests for all employees. Based on the stress test results, we also conduct organizational stress tests of each division, in an effort to support activities to improve work environments.

Initiatives for Enhancing Work Engagement

Since FY 2012, the Fujitsu Group has been using a stress test tool developed in-house with questions related to lifestyle and work engagement (realizing increases in vitality through work). The purpose of this tool is to provide data for analyzing issues for future health measures. Advice on organizational stress tests is received from professors at the University of Tokyo, and we work with not only our industrial health staff but also our human resources organization to enhance work engagement and invigorate workplaces.



Stress test question forms

Fujitsu Clinic

The Fujitsu Clinic was established as a medical clinic in 1944 on the premises of Fujitsu's Kawasaki Plant, for the purpose of providing medical treatment and health management services to employees and their families. Since its establishment, the Clinic has also answered the demand for community healthcare, providing medical treatment to local residents. The center conducts various health checkups for employees (about 30,000 people a year) along with the Fujitsu Health Management Center on the premises.

Human Resource Development

The Fujitsu Group's Human Resources Strategy

The Fujitsu Group has established its Company-wide Human Resources Strategy Committee, with members comprised of executives at the management level and above regularly discuss Fujitsu's human resources approach for implementing its vision and business strategies.

Developing Global Business Leaders

To develop high-level human resources, the Human Resources Development Unit of the Fujitsu Group collaborates with each business group and Human Resources Unit, and the Group has implemented systematic education programs emphasizing the following four principles:

1. Develop business leaders who can exhibit global business leadership.
2. Strengthen the baseline (the values and skills) of our people so that they can understand our corporate vision and act based on those ideals.
3. Train professionals who are able to provide customers with a high degree of added value.
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.

Basic Policy on Human Resources Development

The Fujitsu Group founded the Global Knowledge Institute (GKI) in 1999. GKI provides a system of programs to develop global leaders who ask "What is good for society?" in pursuing the common good. GKI programs put potential next-generation business leaders through intensive intellectual polishing. As of the end of FY 2013, training programs have been completed by a total of 1,077 potential future business leaders, including 378 from overseas. In FY 2013, we reexamined our program for selected young managers.

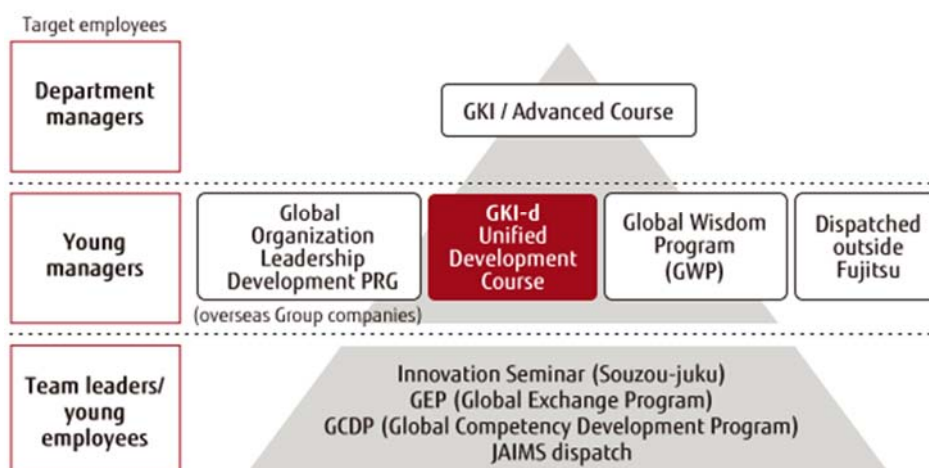
Initiating the GKI-d Program for Selected Young Managers

Until FY 2012, the Fujitsu Group had two programs in place for our young management class in Japan: GKI/D, which aimed to develop business professionals with an entrepreneurial mindset, and GBIT, which aimed to develop the managers of next generation technology.

The two programs worked to cultivate human resources that generate innovation in the two fields of business and technology. We came to the conclusion, however, that innovation has no boundaries, leading us to merge the two programs under the name of GKI-d. The new program, with a revised curriculum, launched from FY 2013.

The Fujitsu Group is using this new program to foster business leaders with broader vision and the capability for spearheading growth in our business model. In addition, we will expand the program from FY 2014 to accommodate 100 participants annually (GKI/D and GBIT had included 55 participants), and will work to develop the program so that its results can be further reflected in business operations.

Development Programs for New Business Leaders





Kick-off session for the GKI-d Program (Shinonome)

New Employees Become Global Human Resources through Experience

We operate a foreign rotation system (Global Exchange Program) to send younger employees overseas, which started in FY 2008. We have also continued to implement our Global Competency Development Program, targeted at younger employees in their twenties. This latter program consists of three categories: global mindset, communication capability development, and short-term overseas experience. About 50 employees participated in this program in FY 2013.

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 to language skills, training that encourages employees to develop attitudes accepting 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 quality of life.. These programs support not only the employees themselves but also their supervisors and colleagues.



TATA Motors plant tour in Global Competency Development Program (India)

Career Development Support

The Fujitsu Group holds Career Counseling and Career Seminars in order to support the self-initiated career development of employees. In addition, we have established the programs detailed below to allow employees to independently determine their career paths. Providing these programs expands the career options available to employees and derives from the Fujitsu Group's desire to support the progress of employees' careers, facilitate the most suitable placement of employees, and create an ambitious corporate culture in our Group.

Internal Recruiting Program

The Fujitsu Group's internal recruiting program posts job openings and target employee qualifications on our intranet, with the openings categorized by projects in fields in need of stronger personnel, focused reinforcement, etc. Widely soliciting employees across the Group for job posts leads to more active utilization of our human resources and greater discovery of employee skills and talents that are not as readily accessed through our primary employee placement system. The in-house promotion program has been implemented twice annually since 1993 and is now firmly established. To date, approximately 3,000 employees (as of the end of FY 2013) have changed positions through this program.

Free Agent (FA) Program

In addition to the in-house promotion program, the Group also has a program that puts more emphasis on an employee's own goals and volition, allowing employees to choose on their own to apply for a different position. The program gives the opportunity to move into a desired position or department, provided that the employee has a specified level of experience. This program has been implemented once a year since 2003 and approximately 600 employees (as of the end of FY 2013) have transferred positions as a result.