



With Our People

Based on the statement "We respect diversity and support individual growth" in the Corporate Values of the Fujitsu Way, we respect the diversity of our employees. We also support our employees in their efforts to enhance their capabilities and develop skills through their work so they can achieve individual growth.

Embracing Diversity and Inclusion

Approximately 150,000 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.

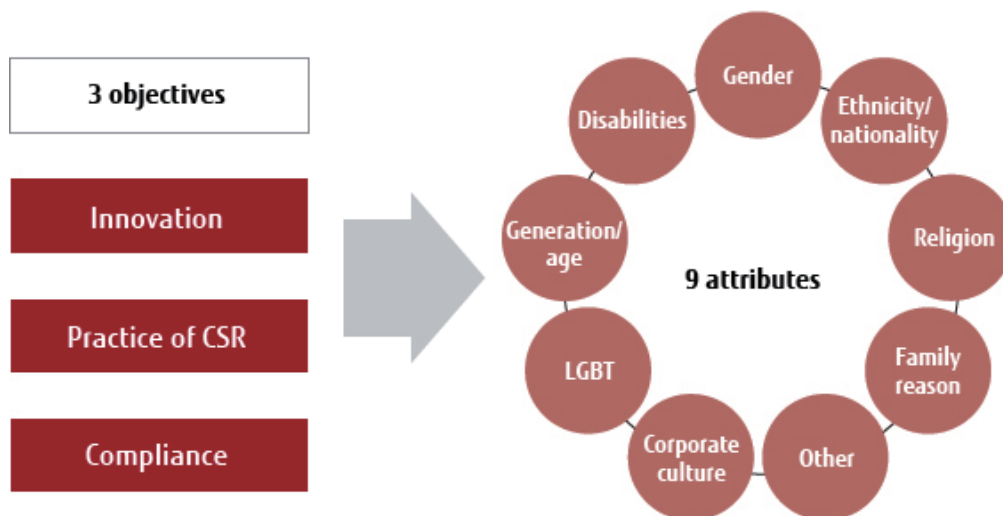
Diversity and Inclusion Policies

Based on the statement "We respect diversity and support individual growth" in the Corporate Values of the Fujitsu Way, in 2014 the Fujitsu Group organized its policies on diversity and inclusion as follows, and is working as a Group to further promote these.

Direction of Fujitsu Group Diversity and Inclusion

The Fujitsu Group will undertake the promotion of diversity and inclusion, primarily initiatives aimed at nine attributes with the following three objectives, and will connect this undertaking to strengthened competitiveness as a company.

Direction of Fujitsu Group Diversity and Inclusion



In 2008, Fujitsu set up the Diversity Promotion Office as an organization to promote activities aimed at respect for diversity. Drawing on "Diversity-Driven Innovation" as its theme, 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.

Our Framework for Promotion of Diversity

The Diversity Promotion Office engages in the promotion of diversity under the company President and the officer in charge of diversity (the current Vice-President).

In Japan, diversity promotion managers selected from each company engage in this work while sharing information in diversity promotion manager meetings at domestic Group companies.

Overseas, Fujitsu promotes diversity within each of four regions while sharing information at venues such as the Global Director's Meeting for Human Resources Conference.

Efforts at Promoting Diversity

To review the status of its diversity promotion, Fujitsu has been carrying out an annual survey on Diversity and Inclusion, aimed at all corporate officers, employees and temporary staff. The survey, together with other sources of information, revealed four items to be addressed by the company: management by supervisors, the workplace environment, awareness among individual employees, and work-life balance. Based upon these, we are placing our focus on undertaking three key activities: reform of mindset and culture in the organization, support for individual success, and reform of way of working.

From FY2017, based on the Stage 4 theme of "Further Practice/Business Contribution", we will implement a variety of new activities in addition to continuing and expanding existing activities.

Milestone



Four items to be addressed



Three main activities



Targets and Primary Measures






	Period	Target	Primary Measures to Address Targets
1	2008-2010: Awareness and Under-standing	<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 minorities
2	2011-2013: Under-standing 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. (target: a 20% ratio of female employees by FY2020 and a 20% ratio of newly appointed female managers by FY2020) 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"> Implement specially designed activities to address issues and needs in different divisions and positions Implement level-specific measures to support the active participation of female employees Survey the status of each Group company and share the results
4	2017-: Further Practice and Business Contribution	<ul style="list-style-type: none"> Support the promotion of workplace diversity aimed at creating innovation Enhance our pipeline for producing a variety of employees (focusing on female employees) with leadership skills Expand measures to domestic and overseas Group companies 	<ul style="list-style-type: none"> Enhance involvement by managers in diversity promotion activities in order to reform organizational climate Further enhance pipeline aimed at achieving numerical targets Prevent quitting of female employees, particularly young female employees Promote diversity promotion activities and support for individuals in the workplace

Key Examples of Specific Measures

In addition to working on targets specific to Stages 1 to 4, we are also implementing the following measures across all three Stages.

Main activities	Specific measures
Reform of mindset and culture in the organization	<ul style="list-style-type: none"> • Communication of Top Message from the management • Companywide diversity promotion forums • Surveys concerning diversity • Interviews with top management and meetings with experts • Workplace management training (for all directors and section managers) • Implementation of e-Learning (currently rolling out at Group companies in Japan) • Support for initiatives at all workplaces • Expansion within Group companies in Japan and overseas • Holding of a diversity film meeting
Support for individual success	[Measures to promote active participation by women] <ul style="list-style-type: none"> • Female Leadership Development Program (for female leaders) • Career Workshop for Female Employees (for female leaders) • Career Development Seminar (for female leaders, primarily younger employees) • Diversity mentors (GM class) • Networking events (by position/area)
	[Measures to support the disabled] <ul style="list-style-type: none"> • Forum for employees with disabilities • Establishment of special subsidiaries • Expansion/publication of the Work Style Guidelines
	[Measures for foreign national employees in Japan] <ul style="list-style-type: none"> • Forum for foreign national employees in Japan • Seminar for department heads managing foreign national employees • Employment-support website for foreign national employees
	[Support for employees with time limitations] <ul style="list-style-type: none"> • Forum for employees with younger children • Forum for supervisors of employees with younger children • Seminar for establishing a better understanding of infants, toddlers, and employees raising small children • Seminar on finding a balance between work and nursing care
	[LGBT-related measures] <ul style="list-style-type: none"> • Expansion of the scope of internal systems • Seminar on LGBT issues
Reform of way of working	<ul style="list-style-type: none"> • Seminars on reforming ways of working (childcare/nursing care and childcare-conscious bosses, etc.) • Workshop on reforming ways of working through digital technology • Activities for Telework Day and Telework Month

Accolades

Recognition in the Diversity Management Selection 100 Program (FY2013) The Japanese Ministry of Economy, Trade and Industry recognized Fujitsu as a company that engages in management practices that generate innovation and create value by promoting diversity and utilizing a diverse mix of human resources.	
Platinum Kurumin certification (FY2015) The Minister of Health, Labour and Welfare gave Fujitsu special certification as a company that supports families raising children.	
Selection as a Nadeshiko Brand (FY2015) The Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange selected Fujitsu as a FY2015 "Nadeshiko Brand," a designation recognizing enterprises that work to empower women in the workplace.	
Eruboshi (Level 3) certification (FY2016) The Minister of Health, Labour and Welfare, under the provisions of the Act on Promotion of Women's Participation and Advancement in the Workplace, certified Fujitsu as a company demonstrating excellent performance in promoting the active participation of women, etc.	
PRIDE Index Gold Award (FY2016/FY2017) Work with Pride, a private organization, named Fujitsu a recipient of a PRIDE Index Gold Award, which recognizes companies that satisfy all elements of the "Pride Index"-Japan's first index to evaluate LGBT-related efforts by corporations, etc.	

Supporting the Active Participation of Female Employees

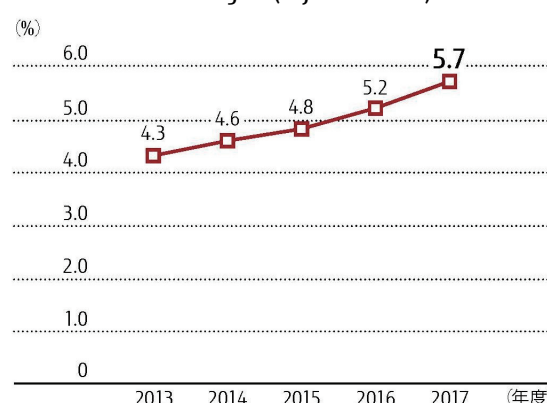
As an immediate high-priority issue, Fujitsu is setting quantitative targets to reliably create significant numbers of female managers, while promoting activities to achieve these targets.

In more specific terms, we are selecting female employees who are or could potentially be 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.

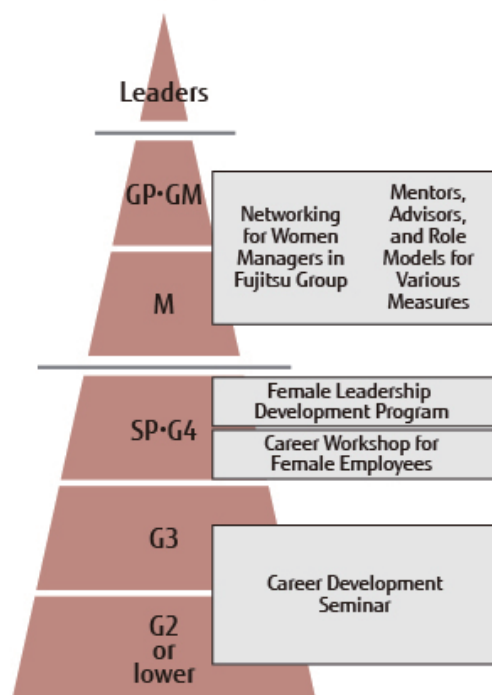
Note that we use the same recruitment standards regardless of gender with respect to promotion of managers at Fujitsu.

Trends in Women Managers (Fujitsu Limited)

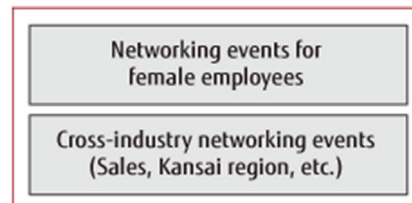


Measures Aimed at Promoting Active Participation by Women

Measures by Employee Level



Measures for Women Overall



Measures Related to Management and Way of Working



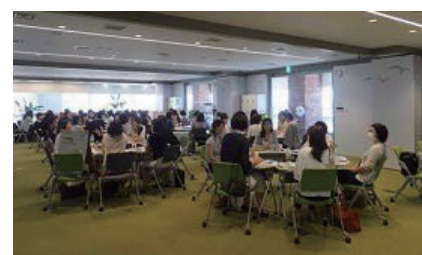
Female Leadership Development Program (from FY 2011)

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.

Over 60% of all program graduates have already earned promotions, an achievement that testifies to the program's importance in helping women flourish.



Scene from team exercise

Career Workshop for Female Employees

One of Fujitsu's new measures for FY2017 was the full-scale start of the Career Workshop for Female Employees, which was held on a trial basis last fiscal year.

Tailored to leadership class-ranking female employees at various sites, the program brought participants together for conversations with several role models and discussions with top management in an effort to help women secure appointments and promotions. Participating in the program allows female employees to dispel their own preconceived notions of executive appointments, broaden their career options, and nurture the kind of far-reaching perspective that higher-ranking positions demand.

Career Development Seminar

Fujitsu offers seminars for applicants from the G3 (sub-team leader) level, aimed at career development for female employees.

Through group discussions and lectures by role models inside and outside of the company, this program aims to foster a mind-set for taking on daily challenges and to foster mid- and long-term career consciousness aimed at sustainable growth of the individual.

Diversity mentors

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. Diversity mentors act as advisors for team activity in the above Female Leadership Development Program, offering advice and guidance as role models for program participants.

We also conduct dialog circles led by diversity mentors and officers on the theme of active participation by women.

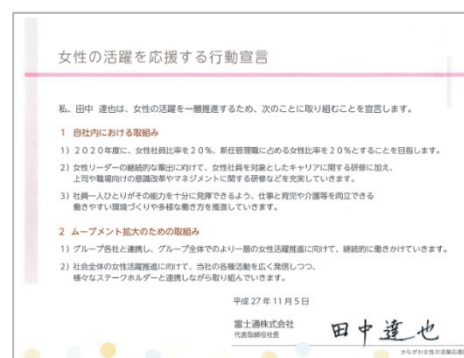
Participation in the Kanagawa Women's Activity Support Group

In November 2015, Fujitsu became one of the supporting companies of the Kanagawa Women's Activity Support Group, an entity consisting of top officials from local governments (Kanagawa Prefecture), companies, universities, and other organizations to support women's activities. In this initiative, supporting members communicate the related initiatives of their own organizations in the form of declarations of conduct, with the aim of generating a movement to support women's activities in society overall.

All members of the support group are men, selected from top management of companies that are headquartered in Kanagawa or have major workplaces in the Prefecture, and that are proactive in initiatives to help women exert their capabilities and be active. In FY2015, the group consisted of top management from 10 corporations and was headed by the Prefectural Governor.

At the formation ceremony on November 5, 2015, Fujitsu President Tanaka delivered a declaration of conduct aimed at expansion of the movement to promote activity by women.

Welcoming 10 new member companies in FY2016, the group is working to energize its activities.

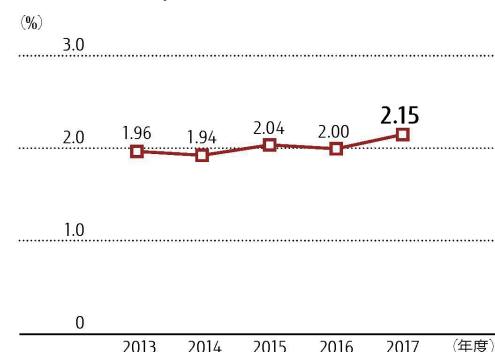


Supporting the Active Roles and Promoting Employment by People with Disabilities

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.

Trend in Employment Rate of People with Disabilities (Fujitsu Limited) *1



*1 The rate as of June 2018: 2.28%

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.

Diversity promotion forums for employees with disabilities

Fujitsu holds forums aimed at supporting the active participation of employees with disabilities. In FY2017, under the theme of “creating a workplace where anyone can perform,” we held lectures by outside guests and lectures by Paralympians at Fujitsu. At the end of the forum, all participants (even those without disabilities) participated in a game of the Paralympic sport Boccia. All participants really enjoyed the opportunity to become more familiar with the Paralympics

Establishing Special Subsidiaries*² for Promoting the Employment of People with Disabilities

Fujitsu establishes special subsidiaries to provide more forms of employment for workers with disabilities. These subsidiaries give consideration to the particularities of each employee's disability and aim to be workplaces where these employees can play a more active role.

*² Special subsidiary:

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



Work in progress at Fujitsu Harmony Limited

Special subsidiaries of the Fujitsu Group

Company name	Establishment	People with disabilities	Main work	Workplace
Fujitsu FSAS & Sun LTD.	1995	30	Repair of ATMs, PCs, circuit boards; other work related to Fujitsu's maintenance services	Beppu
Fujitsu Harmony Limited	2013	105	Recycling, office environment, health keeping, novelty creation, meeting/event operation support, ordering/sales of catered lunchboxes, health checkup support	Kawasaki, Numazu, Shinagawa, Shibaura, Yokohama, Shin-Koyasu, Aomori, Sapporo, Nagano, Sendai, Niigata, Omiya, Okinawa
Fujitsu SSL Harmony Ltd.	2017	12	Activities related to internal delivery, office support, office environment maintenance/management, activities related to recycling	Kawasaki

* As of April 1, 2017, Fujitsu absorbed Fsol Act and Fujitsu FCMS Challenged into Fujitsu Harmony.

Recruitment of and Support for Active Participation by 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 383 as of March 31, 2017.

Support for Foreign Employees in Japan

Fujitsu launched the Integr8 project in 2007 to enable foreign national employees to contribute and utilize their full potential. We have since undertaken the creation of good working environments for these employees.

At the launch of the project, we set up a system in English on our intranet to field questions and requests for consultation, and created an intranet to explain rules, regulations, personnel-related procedures for activities such as business travel, the visa acquisition process, living necessities, and so on, to help foreign national employees settle into the Fujitsu organizational environment and life in Japan.

Since then, Integr8 has expanded the scope of its activities to encourage cross-cultural interaction among employees of differing nationalities and to support the international integration of Fujitsu workplaces. With the goal of supporting the formation of global society within the Fujitsu Group and fostering a mindset that accepts cultural differences and embraces diversity, the program holds lectures and other events, including discussions aimed at the supervisors of foreign national employees.

Seminar for department heads managing foreign national employees

Fujitsu held a workshop to share best practices involving the issues faced by foreign nationality employees and the management issues faced by their supervisors. The workshop, which targeted department heads who manage such foreign employees, made use of the Practical Manual for Making Use of High-Level Foreign Human Resources that was planned and produced by Fujitsu Research Institute under contract by the Ministry of Health, Labor and Welfare.

Expansion within Group Companies in Japan and Overseas

In fiscal 2011, we held briefings for diversity promotion managers at each of our Group companies in Japan, and in fiscal 2014, reported on the state of domestic Group companies overall and presented case studies from the companies. Fujitsu also carried out events, questionnaire surveys, e-Learning, and other activities targeting Group companies in Japan. As a new policy measure in FY2015, we held a networking event for female managers in domestic Group companies. In FY2017, this networking event was attended by 67 female managers from Fujitsu and Group companies.

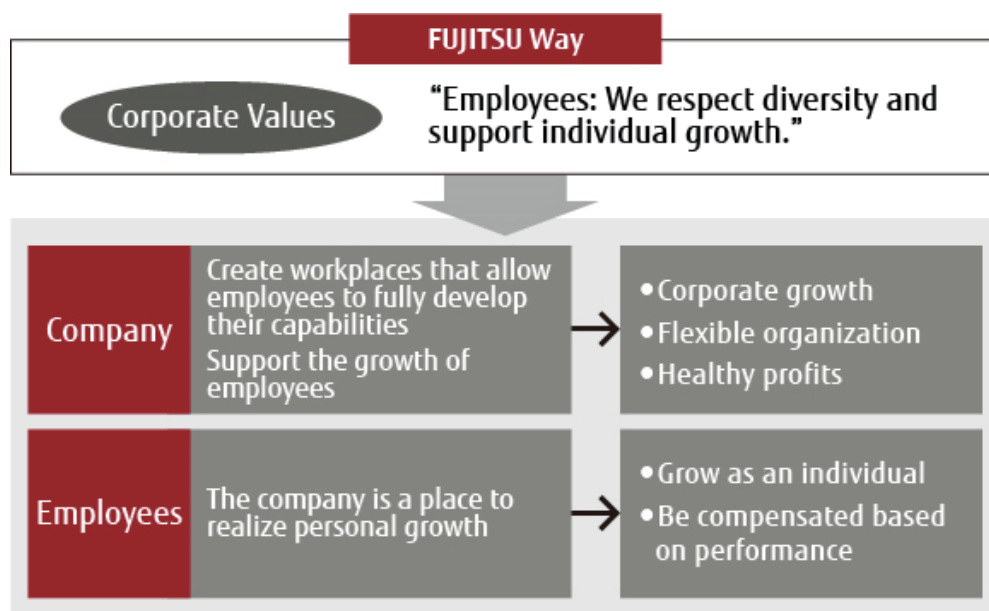
In order to further promote our activities for global diversity, at venues including our Global Director's Meeting for Human Resources Conference, we share the status of progress and best practices in each company and region while communicating our Group-wide policies on diversity and inclusion. In FY2017, we implemented a global survey on the status of progress in each region. We will use the survey results as a basis for further strengthening collaboration.

Creating Good Working Conditions

Human Resources System and Evaluation

Fujitsu's Approach to Human Resources

The FUJITSU Way corporate philosophy emphasizes that employees are one of the key factors we value and states "we respect diversity and support individual growth". As a company, we aim for corporate growth, a flexible organization, and healthy profits. To this end, we will create workplaces that support the growth of employees and allow them to fully develop their skills and capabilities. At the same time, employees look to grow as individuals and receive compensation according to their performance, and they regard the company as a place where they can strive to realize their personal growth. Fujitsu manages its human resources based on this approach.



Policies and Objectives

Fujitsu emphasizes "qualitative" fairness in its human resources system, with decisions on employee compensation based on the "level of contribution to the Company" and the "level of results achieved". For this reason, we disclose information related to human resources.

- ① Show employees how they can be rewarded with higher compensation ⇒ Openly disclose rules of the human resources system
- ② Show how the company evaluates staff ⇒ Provide individual evaluation feedback and compensate according to contribution
- ③ Show opportunities for challenge ⇒ Human resource development, internal postings, Free Agent program

In Japan, Fujitsu has introduced a "human resources system based on functional division and competency grade". Under this system, which forms the basis for human resources compensation, we define "functional division" as the function the employee should be fulfilling and "competency grade" as the ability to achieve a specific performance that can be linked to a business outcome.

Under this human resources system, we clarify the competency grade requirements of employees in a job description for each functional division. Through periodical reviews of the competencies that each person demonstrates, we aim to support the growth of all employees over the medium and long terms.

Goals

- Continue raising the competencies so that each employee can gain a sense of growth.
- Provide incentives for pride and awareness to those who deliver high added value.
- Reward those who make constant efforts toward growth.

We aim to ensure that the actions described above are implemented on an ongoing basis throughout the company.

Detailed Structure

We conduct evaluations of "initiatives aimed at medium-to-long-term growth" and "maximizing results in the current financial period." To reflect these in compensation, we use a two-pronged evaluation mechanism based on competency evaluations and performance evaluations. The results of the competency evaluations are reflected in salary increases and grade changes, and the results of performance evaluations are reflected in bonuses.



- We conduct activity-based evaluations of the degree to which employees demonstrate "appropriate mindset", "business execution ability" and "specialist expertise", and then take into account the relative gap to upper-level grades before determining the overall evaluation.



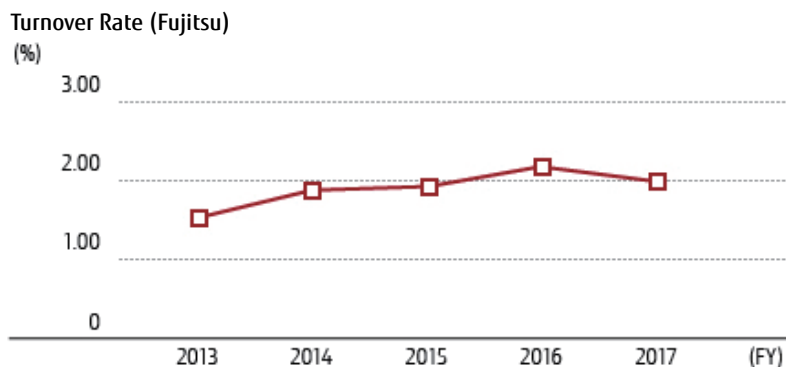
- By separating medium-to-long-term factors from the process, we are able to conduct more clear-cut evaluations based on the scale of half-year results.

In addition, we continue to support efforts aimed at the medium-to-long-term growth of each employee. With a focus on career goals, we also encourage interactive communication between employees and their managers that covers the areas of behavioral change and medium-to-long-term growth. Review meetings are conducted annually at the beginning of each year.

Furthermore, we have started formulating a globally unified role framework, as well as evaluation standards and evaluation cycles.

Establishing the Right Environment

So that each and every one of our employees can work efficiently to create even higher added value, Fujitsu is endeavoring to create a workplace environment that supports a diverse range of employees. This includes the introduction of a telework system and options for employees whose circumstances involve child care or nursing commitments.



1. Fujitsu Telework System

In April 2017, Fujitsu formally introduced a telework system that allows for flexible ways of working that are not tied to a specific location. This system is available to all 35,000 Fujitsu employees in Japan and includes working from home or a satellite office as well as working during business trips.

The introduction of the system was preceded by a series of explanatory briefings.

Telework System

Telework System	
Applicable workers/ workplaces	Applies to entire organizations and targets employees looking to work autonomously or in a planned way.
Frequency	There is no limit on how many times this option can be used. However, full-day teleworking is limited to twice per week initially.
Rules of use	Strict adherence to prior notification of the immediate supervisor/manager. Reporting on a work plan with start/end times and targets achieved.
Rules outside working hours	Teleworking is generally not permitted on holidays or during the night. Full-day teleworking shall be no more than 8 hours.

Goals of the system

- To boost individual productivity and maximize the benefits of team work
- To build an environment that supports continued participation by a diverse range of staff
- To ensure business continuity and rapid responses to disasters

2. 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 in FY2018 we will add two in-house childcare facilities to our sites, bringing the total to three facilities. Furthermore, we conduct a forum to assist and help build networks for employees who have just returned to the workplace after child care leave.

In FY2017, we continued hosting forums for Fujitsu and Group company supervisors who manage employees with children, as well as forums for Fujitsu and Group company employees who have returned to work during the past year after taking maternity or childcare leave. Since FY2016, qualifying workers have been required to attend returning workers' forums, which have included health advice from public health nurses, presentations by female executives with experience in child-raising, and talks and group discussions with external speakers.

The number of forums being held for company supervisors who manage employees raising children has been increased to promote better management of diversity. These forums have served as a venue for talks by the Health Promotion Division on the particular needs of female employees raising children, as well as group discussions and talks on management-related issues by invited speakers.

As a new initiative in FY2016, we also held a 'Seminar on understanding infants and employees responsible for infants' focusing on infant illnesses and injuries, with practicing paediatricians attending as guests. It was recommended that employees raising children attend this seminar together with their immediate managers to promote mutual understanding in the workplace.

*1 Action plans:

Fujitsu has implemented action plans from 2005, and is now implementing the sixth action plan (April 1, 2018, to March 31, 2021).

• 6th Action Plan (96KB)

<http://www.fujitsu.com/jp/documents/about/csr/employees/system/season-6-action-plan.pdf>

(Japanese content only)

We formulate action plans based on Japan's Law for Measures to Support the Development of the Next Generation in Japan. Among companies that have acquired the "Kurumin" certification mark, we received "Platinum Kurumin" certification in November 2015 from the Minister of Health, Labour and Welfare, for our advanced initiatives in balancing life and work.



3. Nursing Care

In November 2017, during Nursing Care Week, Fujitsu conducted a seminar on balancing work and nursing care. We also redesigned seminars trialed in the previous year to create internal and external support systems and prepare employees for their nursing care commitments. These seminars included a Basic Session (to gain basic knowledge, such as preparation for nursing care) and a Care Manager Session (to gain hints and learn from the experiences of care managers active in nursing care facilities). In addition, we held multiple seminars for managers on the topic of dealing with staff facing nursing care commitments and how they should provide support from a managerial perspective.

Number of Employees Using the Care Leave Support System (FY 2017, Fujitsu Limited)

System	Total*2	Men	Women
Child care leave	425	42	383
Family care leave	7	4	3
Reduced working hours (child care)	871	21	850
Reduced working hours (family care)	13	6	7
Paternity leave	652	652	—

*2 Numbers of Users:

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 2017, Fujitsu Limited)

System	Return to work rate	Continuous work rate*3
Child care leave	98.4%	98.3%
Family care leave	100%	92.3%

*3 Continuous work rate:

The proportion of employees continuing work 12 months after returning from child care leave or family care leave.

4. 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 2015, we held forums in the Keihin region, focusing on the theme of remote nursing care, to call appropriate attention for both work and nursing care needs. These forums consisted of talks and group discussions and were intended to give all employees 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.

In FY2016, Fujitsu held workshops on the topic of work style reform through digitalization. The venue for these workshops was the FUJITSU Digital Transformation Center, which offers the very latest in ICT. Employees from various divisions took part in the workshops and were involved in discussions on ways to further boost productivity by adopting more diverse work styles.

In FY2017, we invited lecturers from outside Fujitsu to host a telework-related seminar on July 24, designated as Telework Day. The seminar was aimed at encouraging utilization of our telework system and other systems for realizing diverse work practices. Furthermore, during Telework Week in November 2017, we invited experts from outside the Company to run multiple seminars highlighting specific ways to utilize our telework system.

- FUJITSU Digital Transformation Center
<http://www.fujitsu.com/jp/about/corporate/facilities/dtc/>

Initiatives Aimed at Reducing Long Working Hours

The Fujitsu Group aims to improve the work-life balance and the productivity of every employee through a variety of initiatives aimed at reducing long working hours. As an example, at Fujitsu Headquarters, every Wednesday is designated as a day for leaving work on time. On these days, the company turns off lights at 6:00 p.m. to encourage employees to return home.

Examples of specific initiatives aimed at improving long working hours

- Adoption of flex time, a discretionary labor system for professional work, and a discretionary labor system for management-related work
- Sending of alert e-mails for overtime work
- Not scheduling meetings outside of scheduled working hours
- Setting of recommended days for taking annual leave
- Enforcement of leaving work on time one day a week
- Leaving work one hour earlier every day
- Enforcement of working hours management in management training
- Promotion of a telework system aimed at diverse work practices
- Adjustment of work style and rest style according to busyness of work

Employee Benefits 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.

In order to respond to the advance of globalization and diversity and to the changing needs of employees, in October 2014 Fujitsu introduced the "F Life+" cafeteria plan^{*4} as a new employee benefits program.

In addition to this, under the idea that active work and growth by every employee leads to the growth and development of the

company, we have established a variety of initiatives to support employees' own efforts at preparations for the future, including savings/property accumulation programs, an employee shareholding association, group insurance benefits, housing support, medical support, health support, and child support.

*4 Cafeteria plan:

A system by which employees select desired or needed employee benefits from a diverse menu prepared by the company, taking advantage of the options in the form of using up "employee benefits points" granted by the company.

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 non-managerial employees are members of the Fujitsu Labor Union. (The Fujitsu Limited Labor Union membership rate 77.09%*5)

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.

*5 Union participation rate:

The 77.09% figure quoted is the ratio of non-managerial employees out of all full-time employees (including managers).

Topics

Activities for Employees in China to Strengthen the Protection of Personal Information

Laws aimed at strengthening protections for personal information are being drafted and enacted in rapid succession and last year Japan saw the implementation of the Cybersecurity Law (20170601), the General Principles of the Civil Law (20171001) and the Personal Information Security Specification (20180501). Japan-based companies are also expected to comply with such regulations in their global operations. In specific terms, companies must impose restrictions on the scope of use of personal information and they must acquire from employees individual agreements on the use of such information.

In November 2017, discussions were held as part of a working group involving the human resource departments of Fujitsu Group companies related to business in China. The focus was on the scope of impact, countermeasures, and so on relating to legal system developments. After confirming the status of personal information management and control in the various Group companies, we determined to create for all Group companies in China a uniform Personal Information Handling Agreement Form and to implement a standardized Group-wide Personal Information Protection Management System.

In the future, we will continue to comply with relevant laws and regulations as we strive to use and manage personal information in an appropriate manner, thereby reassuring employees and creating a workplace that is easy to work in.

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

In order to continue as "an organization wherein all employees are strongly motivated, have ample opportunities for advancement and work with pride and confidence" in accordance with the Fujitsu Way, the Fujitsu Group conducts employee satisfaction surveys that provide opportunities for serious thinking about ways by which management in each organization can improve employees' motivation.

We have been gradually introducing our Employee Engagement Survey in Japan since FY2002, and outside Japan we began conducting the survey across all our overseas Group companies in FY2011. In FY2017, the survey targeted around 80,000 employees at 76 Group companies in Japan (including some 35,000 Fujitsu staff), while 41,000 overseas employees were surveyed, primarily at key Group companies. A total of 100,000 Japanese and overseas employees responded to the survey. The survey response rate was 87% in Japan, 75% overseas, and 83% globally.

We use this survey to both compare regions within the Fujitsu Group and also benchmark ourselves against our competitors in each country and region. Based on analysis of the results, we have identified issues specific to countries and regions, and to divisions and occupations, and are now working toward improving management and reforming our organizational culture.

Response Trends

Questions relating to engagement, such as "I feel proud to work for Fujitsu" attracted positive responses from 60% of our employees, with a 58.9% result from male employees and a 61.5% result from female employees.

In Japan, we are making steady progress with improvements aimed at creating worker-friendly workplaces, evidenced by more positive responses to comments such as "The company supports me in achieving a reasonable balance between my work life and my personal life", "I am treated with respect as an individual" and "My immediate manager is supportive and helpful". Overseas, responses related to "Empowerment" rated highly and initiatives aimed at realizing a company in which every employee can work with pride and motivation are beginning to bear fruit.

Occupational Health and Safety and Health Management

Our employees are the greatest assets of the Fujitsu Group. In order to continually exist as a corporation where each employee can increase his/her own value and work with a feeling of pride/fulfillment, labor and management are working together to strategically ensure safety and maintain/improve health.

Health Management Initiatives

In order to achieve the corporate principles listed in the Fujitsu Way and to implement Health Management while integrating work style reform and diversity management, we have established a new Fujitsu Group Health Statement which clearly positions employee health as the foundation of management. Furthermore, based on internal activities taken up to this point, we are strategically enhancing the maintenance and improvement of health for employees and their families.

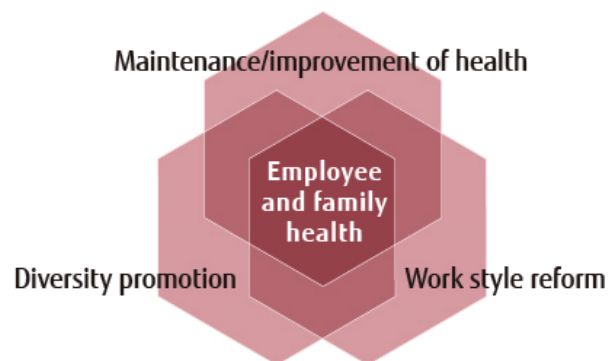
Fujitsu Group Health Statement

The Fujitsu Group aims to create an environment where every employee, healthy in both mind and body, can work with enthusiasm. In order to bring about a prosperous future that fulfills the dreams of people throughout the world, the company will continually challenge to pursue innovation and contribute to a comfortable and secure network society.

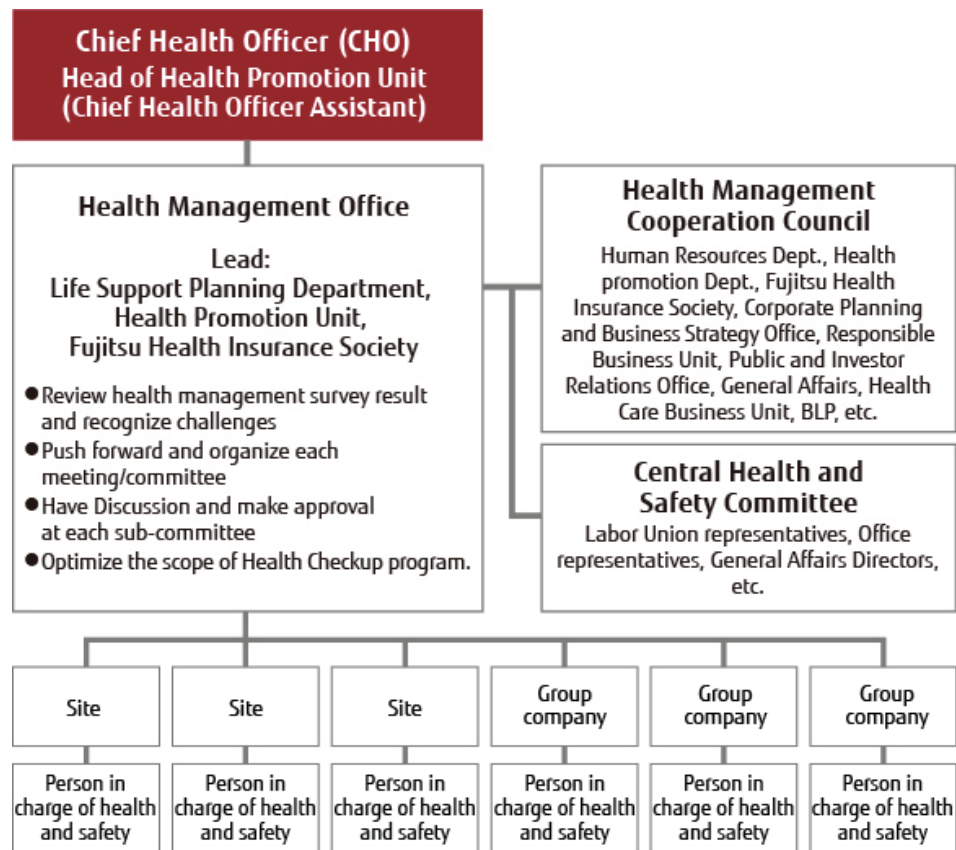
Policy Objectives

1. Fujitsu will further strengthen the ongoing health maintenance and improvement measures while proactively supporting the autonomous health management of each employee.
2. In coordination with measures to promote diversity and transform the ways people work, Fujitsu will comprehensively promote a range of initiatives including health maintenance and improvement for employees and their families, the achievement of work-life balance, increased productivity, and the creation of workplaces where diverse employees can thrive.
3. By providing ICT to enhance health management, Fujitsu will contribute to improved health and productivity for employees, customers, and the society as a whole.

Health Management



Structure for Promoting Health Management



The Fujitsu Group has established the five priority measures listed below by stationing health management staff at Fujitsu and domestic Group companies, and by cooperating with Fujitsu Health Insurance Society. We are implementing health support activities to maintain/enhance health and to heighten health literacy (elements regarding health) for employees (including retired employees) and their families.

1. Measures against lifestyle diseases
2. Measures against cancer
3. Mental health measures
4. Measures against smoking
5. Reform of workplace environment, etc., and raising of health awareness

Priority Measures and Initiatives

Implementing Health and Safety Education

Fujitsu and domestic Group companies provide occupational health and safety education and health education for developing a stronger awareness toward health issues. We also tailor the education to match the workplace environments at specific business sites.

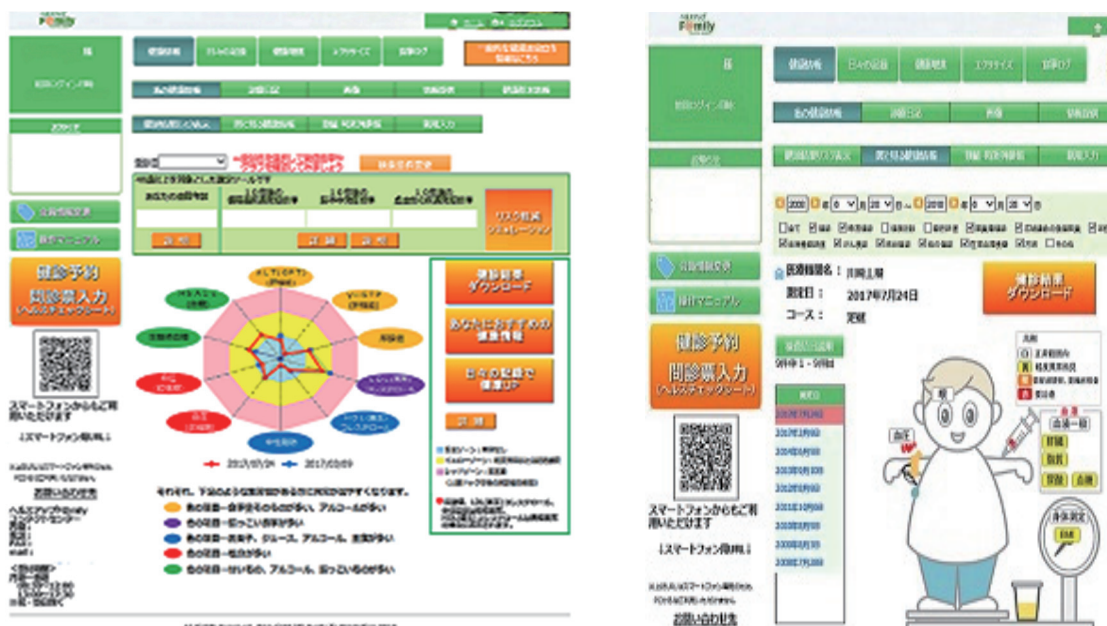
Education and training activities (ex.)

- Occupational health and safety education for new employees (approx. 3,000 employees/year)
- Mental health education for employees receiving promotions (approx. 1,300 employees/year)
- Online mental health e-Learning program (approx. 800 employees/year)
- Workplace management training for managers (approx. 1,800 employees; once every three years)
- Occupational health and safety education at individual business sites (approx. 800 employees/year at major business sites in the Tokyo-Yokohama area, for example)

Health Checkups

Fujitsu and domestic Group companies hold periodic health checkups that include stomach examinations, fecal occult blood testing, and other examinations for each age group in accordance with health examination items specified by law. Through feedback on their results from industrial physicians and industrial health staff, and through PC/smartphones systems which enable employees to review their own health data, we assist in correct understanding of health checkup results and improvement of health awareness. We also thoroughly recommend specialized examinations and going for outpatient visits at medical institutions. Moreover, as measures to prevent illnesses from becoming severe, we cooperate with Fujitsu Health Insurance Society and monitor the medical billing statements of employees who have been diagnosed as requiring treatment based on the results of health checkups. By once again encouraging employees who have not received the required treatment to go for outpatient visits at medical institutions, thus contributing to appropriate treatment.

In addition, we collaborate with the Fujitsu Health Insurance Society to help detect cancer at an early stage by offering free gynecological and obstetric examinations and providing subsidies to defray the costs of brain and lung checkups.



Health Up F@mily: Results of health checkups are returned on the web. Results can be used to monitor changes together with aging and to improve personal health.

Efforts to Enhance Health and Foster a Self-Care Mindset

Fujitsu and domestic Group companies are making efforts to enhance health in terms of "exercise," "diet," and "quitting smoking." Examples include walking events, measurements of physical fitness, healthy lunch seminars, and events to help employees quit smoking. We also cooperate with other sections to implement activities such as proposing healthy menus at employee cafeterias and reviewing measures against secondhand smoke. Furthermore, we hold health seminars for women and health lectures aimed at enhancing both physical and mental health, thus contributing to primary prevention.

Exercise: Measurements of physical fitness, core training, running events, walking events



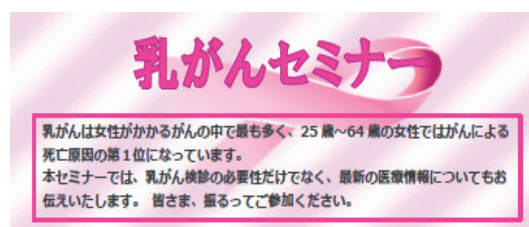
Diet: Seminars on healthy diets



Let's Quit Smoking Together Challenge



Health education for women

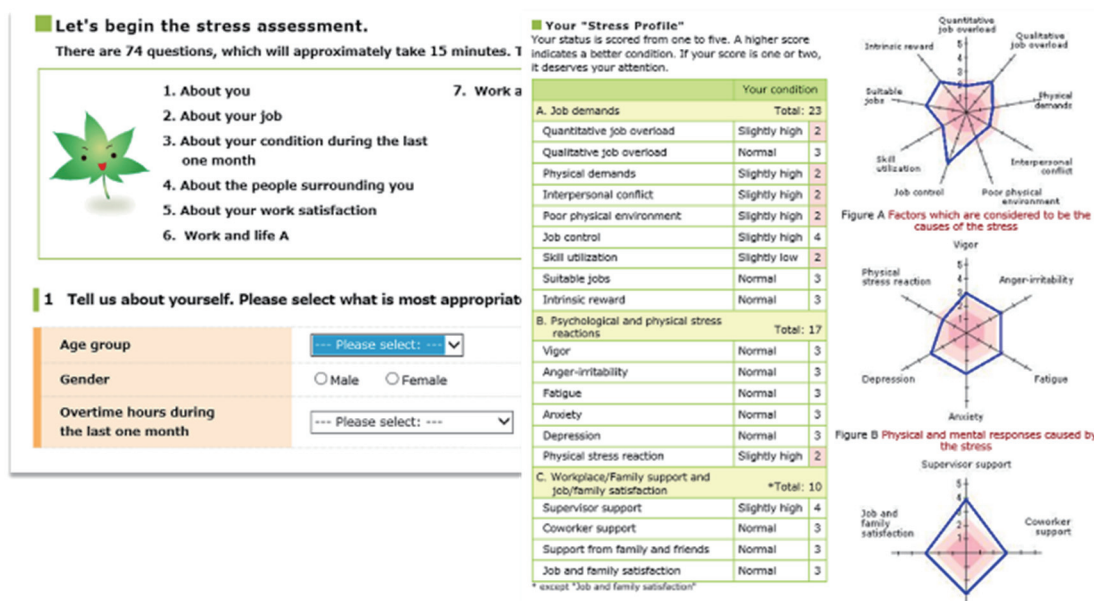


Enhancement of Mental Health Services

Fujitsu has an in-house mental health support office, and full-time psychiatrists and counselors offer consultations and counseling services, provide occupational support for individuals with mental health issues, help prevent relapses, engage in various forms of mental health education, and support employees and workplaces to prevent mental health issues. We have simplified access to the mental health support office from the company website, and we now accept consultation from workplace superiors and coworkers in addition to individuals themselves. Fujitsu also actively supports work balance for employees receiving treatment for cancer.

For stress checks, we have added lifestyle and work engagement (realizing increases in vitality through work) items to simple questionnaires on work-related stress. In addition to supporting self-care by employees through diagnostic measures, we provide management with feedback on organizational diagnostics, and coordinate with employee satisfaction surveys to improve and enliven the organizational climate.

As support for activities to reform the workplace environment, the Group promotes stress management education for workplaces with a large numbers of high-stress employees and workshops for creating a vibrant, healthy environment at workplaces with a high degree of stress. Fujitsu also cooperates with human resources sections to reduce stress and improve work engagement. At workshops, the role of facilitator is fulfilled by industrial health staff, particularly counselors. The workshops consist of rediscovering and enhancing workplace strengths, as well as creating/implementing specific action proposals aimed at creating "invigorating workplaces" that are highly-resistant to stress.



Stress check question forms and individual results

Measures against Infectious Diseases

To keep its employees safe from infectious diseases ranging from new strains of influenza to tuberculosis and HIV, Fujitsu and domestic Group companies offer health consultation services and provide employees with relevant information on a timely basis. The health consultations do not include any HIV antibody tests, as the Fujitsu Group is committed to ensuring the privacy of infected individuals.

Additionally, in order to prevent infectious diseases, we implement measures such as holding seasonal influenza vaccinations at companies, subsidizing expenses via welfare points, and vaccinations (paid for by the company) for employees stationed overseas as recommended by the overseas company.

External Evaluation

Certified as "White 500" (Health and Productivity Management Enterprise)

For the second consecutive year (2017 and 2018), the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi certified Fujitsu one of the "White 500 Health and Productivity Enterprises", a designation recognizing companies that make strategic efforts to improve employee health management as an important part of their management operations. Fujitsu was recognized for its systematic efforts to maintain and improve the health of its employees.

Moreover, in 2018, seven Group companies—PFU, Fujitsu FIP, Fujitsu FSAS, Fujitsu Kyushu Systems, Fujitsu Social Science Laboratory, Fujitsu Software Technologies, and Fujitsu Marketing—were certified in the "Large Enterprise Category," and two group companies—Fujitsu YFC and Best Life Promotion—were certified in the "Small and Medium Enterprise Category."



Healthy Living Workplace Certification System – Starter Accreditation

In December 2014, Fujitsu implemented the Healthy Living Workplace Certification System – Starter Accreditation set by the Forum for Creating a Healthy Living Workplace^{*1}, which is jointly established by the Japan Productivity Center and The University of Tokyo Graduate School of Medicine, Department of Mental Health. The Healthy Living Workplace Certification System is a system to evaluate Fujitsu's policies, future plans, and measures to promote mental health and improve organizational productivity. Fujitsu has achieved stellar results for many of its policies. Its health promotion headquarters plays a key role in providing readily available workplace stress assessment results, covering positive mental health in the various business divisions which helps to create a lively workplace.

These activities have pioneered stress checks that will be implemented with Fujitsu's Industrial Safety and Health Act amendment in December 2015, and Fujitsu plans to continue such measures.



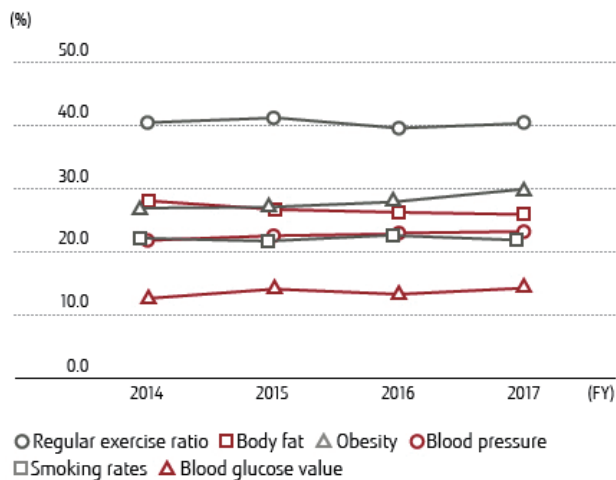
^{*1} Forum for Creating a Healthy Living Workplace:

A new initiative based on a concept of new mental health measures in corporations, proposed at the stakeholder meeting of the Ministry of Health, Labor and Welfare. The goals of the forum are to prevent issues with employees' mental health, and realize a positive and healthy corporate culture where employees can work happily and contribute to their organization.

Status of Employee Health

Fujitsu supports employee health management through health checkups and health guidance provided by industrial physicians and health nurses.

Ratio of employees diagnosed with health concern



* Target: Full-time employees of Fujitsu Ltd. at the end of the fiscal year

Obesity: BMI of 25 or higher

Blood pressure: Systolic blood pressure of 130 mmHG or higher; diastolic blood pressure of 85 mmHG or higher

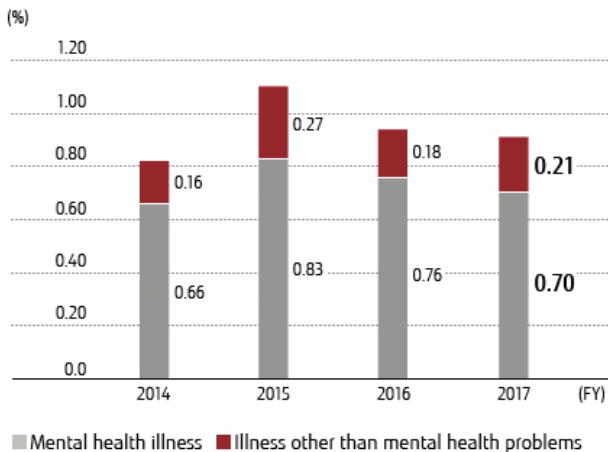
Blood glucose value: Blood glucose of 110 mg/dl or higher and HbA1c of 6.0% or higher

and employees currently undergoing treatment for each item.

Smoking ratio: Ratio of employees who responded that they smoke when answering the health questionnaire

Ratio of regular exercise: Ratio of employees who responded that they exercise regularly when answering the health questionnaire

Ratio of long-term absence due to illness/ Leave of absence due to illness



* Target: Full-time employees of Fujitsu Ltd. at the end of the fiscal year

At the end of the fiscal year, ratio of employees who have been absent for a continuous period of at least 1 month or have taken a leave of absence

Health and Safety Policy

Based on the Fujitsu Corporate Values, the Fujitsu Group ensures the safety of employees by providing work environments where people can work in safety and comfort. Furthermore, the Fujitsu Group has set a Health and Safety Policy based on the Fujitsu Corporate Values. The Group's human resource department, health promotion department, and health insurance society work together to create a safe and comfortable working environment and corporate culture, ensuring the health and safety of Fujitsu's employees.

Fujitsu Group's Health and Safety Policy

Ensuring the health and safety of Fujitsu's employees is one of the most important management topics, and it is given the highest priority in all of Fujitsu's business activities.

Efforts to Improve Occupational Health and Safety

The Fujitsu Group aims for zero industrial accidents, and is committed to organizing occupational health and safety activities. To raise awareness for industrial accident prevention, the Fujitsu Group promotes health and safety education within its department and habitually conducts safety drills to prevent falls. Furthermore, from FY2014, the Fujitsu Group conducts voluntary inspections and third-party inspections by specialized site surveyors to minimize accident risks at its production sites.

Occupational Health and Safety Promotion System

The Fujitsu Group has established a Central Health and Safety Committee, comprising the directors responsible for the Human Resources Unit, and the Health Promotion Unit, representatives from the Labor Union, and other parties, to coordinate the safety and health committees in place at individual business sites. Meeting yearly, the Central Health and Safety Committee discusses accidents that have occurred at business sites, works to develop measures for preventing accidents, reports to and shares information with management and business sites, and formulates Group-wide policies on occupational health and safety.

The health and safety management organizations at individual business sites hold monthly meetings of their Health and Safety Committees. These committees establish directions suited to the unique characteristics of the business site and work to create safe, healthy workplaces according to the policies related to the Occupational Health and Safety Management System. Each business site's health and safety 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. Certain business sites have also acquired the international standard certification, OHSAS18001.

Medium-Term Plan (FY2013–FY2017)

In light of current issues and the 12th Industrial Accident Prevention Plan (issued by the Ministry of Health, Labor and Welfare), the Fujitsu Group focuses on implementing the following policies.

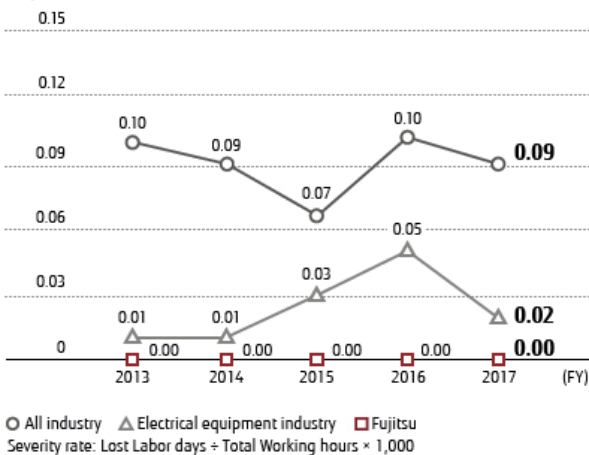
- (1) Industrial accident prevention policies
 1. Reduce falls
 - (a) Enhance cooperation among sections in charge of health and safety
 - (b) Improve industrial accident awareness through workplace management
 2. Validate efforts to prevent industrial accidents at manufacturing sites
- (2) Health maintenance/enhancement policies
 1. Implement preventive measures for lifestyle diseases, etc.
 - (a) Enhance measures to prevent disease and prevent disease from increasing in severity
 - (b) Promote collaboration health and raise health awareness
 2. Promote measures to improve mental health
 - (a) Implement measures for prevention
 - (b) Enhance workplace management
 - (c) Hold meetings of experts
 3. Prevent smoking and secondhand smoke

Occurrence of Work-Related Accidents

The accident frequency rate and severity rate have been kept at a level far below the national average. Falls were the most common type of work-related accidents that occurred in 2016. There were zero work-related deaths.

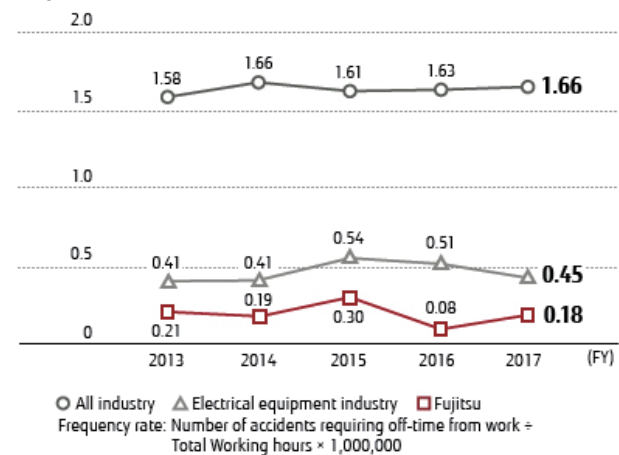
Severity Rate Transition (Fujitsu Limited)

(day/thousand hours)



Frequency Rate Transition (Fujitsu Limited)

(No. per million hours)



Initiatives Overseas

The Occupational Health and Safety Group for the EMEIA Region is currently implementing a comprehensive approach to ensure proper compliance and enhance preventive measures in the field of occupational health and safety.

Embracing the spirit of the World Day for Safety and Health at Work, an annual initiative by the International Labor Organization (ILO), the EMEIA Region strives to raise awareness and cultivate a stronger understanding of its employees' occupational safety and health on a far-reaching basis. In FY2017, the Region is working to encourage the prevention of industrial accidents by focusing on collecting and utilizing industrial accident data. Another objective is to implement a cross-sectional incident management system by the end of the fiscal year.

Having laid out these specific policies and other objectives in FY2016 as medium-term goals, the EMEIA Region is now working to cultivate a culture intolerant of industrial accidents by bolstering its governance structure, establishing management systems, training human resources, and encouraging skill development.

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 and Career Design

Human Resource Development

The employees of Fujitsu Group are our biggest assets, and we believe that each individual is full of potential. Fujitsu is committed to planned and continuous human resource development using various approaches, so that its employees can enhance their abilities and specialties through work to grow as individuals, and learn to take on the challenges of transformation, and adapt to the intense changes and competition in society.

Guidelines for Human Resource Development

To develop high-level human resource, 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 themes.

4 Major Themes of Human Resource Development

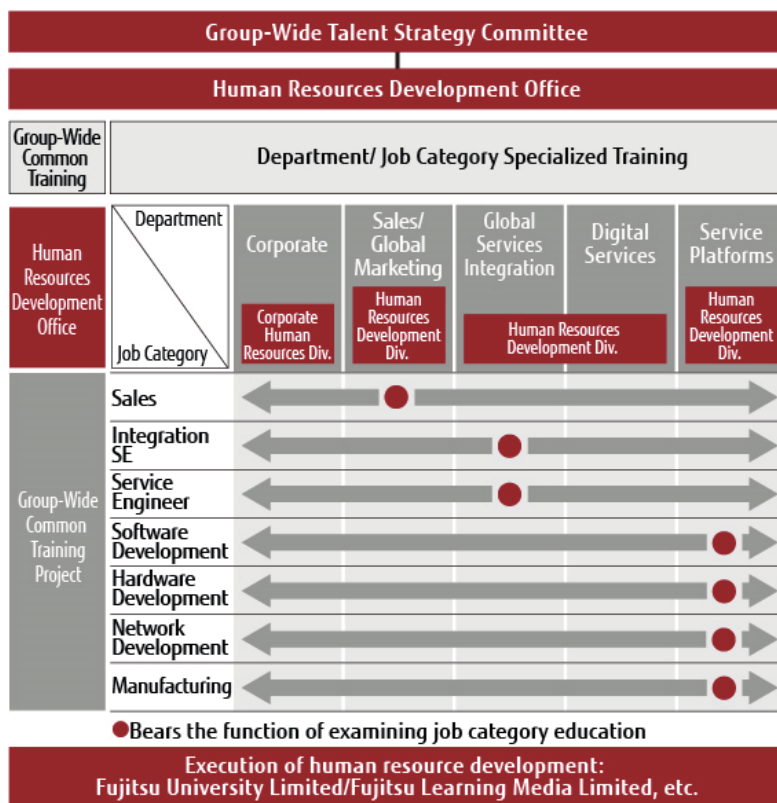


Promotion System

The Fujitsu has established a Group-Wide Talent Strategy Committee, comprising executives at the management level and above. The committee regularly discusses Fujitsu's human resource approach for implementing its vision and business strategies. Under the policies of the Group-Wide Talent Strategy Committee, the human resource development explores priority measures, works on frameworks for implementing measures, handles other related tasks, and designs common human resource development programs for the entire company. Each unit has a human resource development division which conducts training for the unit, position-specific training, and specialized training. The division conducts human resource training across the entire division for each position, including for domestic group companies.

The group companies, Fujitsu University Limited, and Fujitsu Learning Media Limited, both specializing in education, carry out the training sessions.

Human Resource Development System



Measures and Achievements

Educational System

For all employees at Fujitsu Group companies in Japan, we provide common education focused on foundation training for individual positions and roles, as well as specialized training to improve the specialization of various departments and occupations. We also provide self-development support for employees who wish to carry out self-learning.

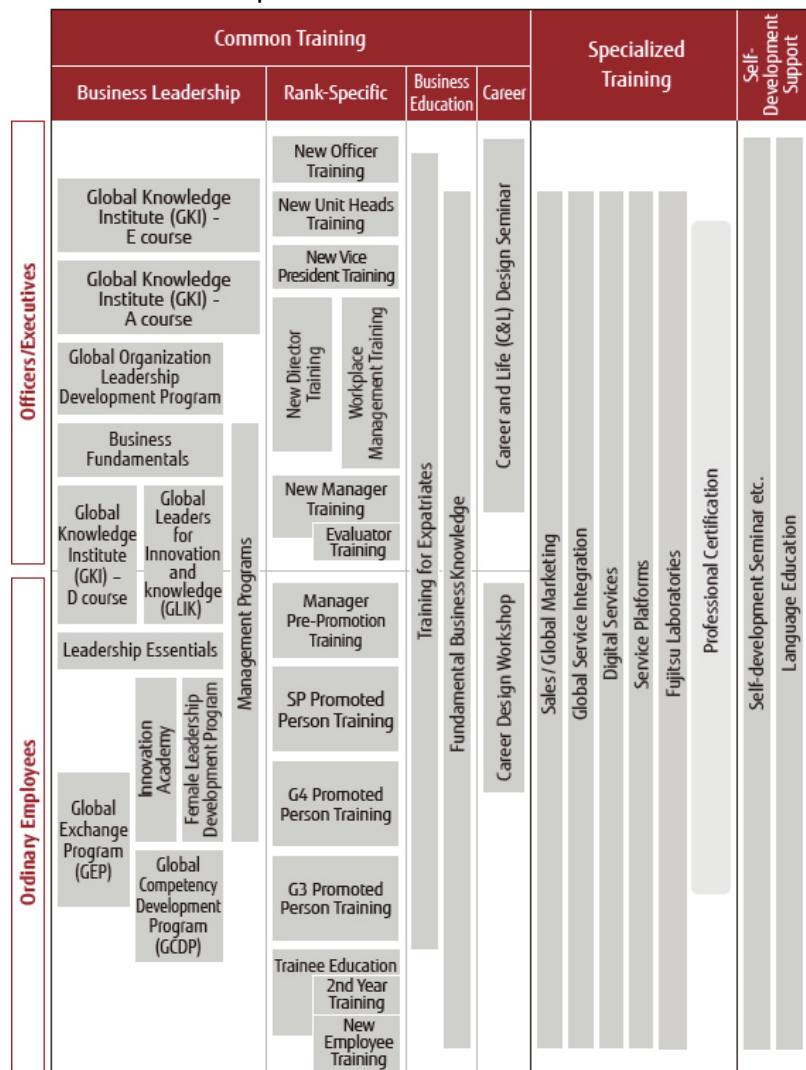
Our rank-specific training programs are positioned as an important part of shared education. In addition to inputting necessary items across all ranks, the training includes integrated items which require enhancement across all ranks; specifically, financial accounting, facilitation, and Management By Belief (MBB)*.

Our unit for implementing human resource development, meanwhile, uses questionnaires from various training programs, the latest educational methods, and other resource to improve our training offerings on a continuing basis.

* Management By Belief:

A new management method concept advocated by Honorary Professor Ikujiro Nonaka of Hitotsubashi University, where all employees engage in their work with a sense of emotional involvement.

Human Resource Development Structure

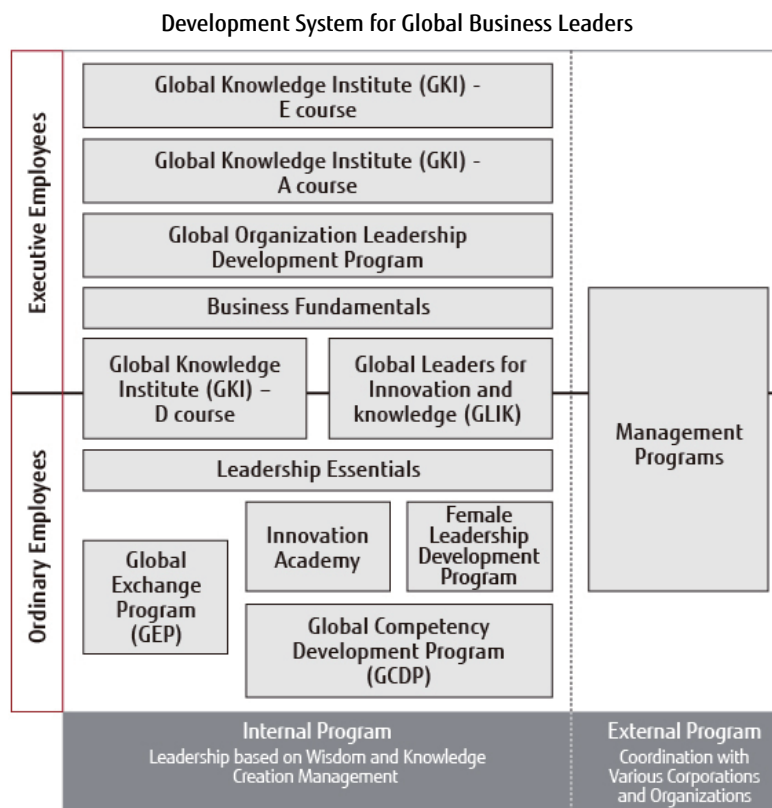


Average Hours Dedicated to Training Per Employee (Fujitsu Limited) (FY2016)

Executive Employees	Ordinary Employees	Total Average
39.8 Hours	59.9 Hours	55.7 Hours

Global Business Leader Training

With the aim of long-term development, Fujitsu selects personnel with high potential among the young to mid-range employees, and provides opportunities for growth through action learning through practice. Additionally, to expand its business in the field of innovation, Fujitsu is strengthening its organizational framework and human resource development so as to promote collaboration with various personnel to generate business opportunities.



At the core of the global business leader development is the “Global Knowledge Institute-A course” and “Global Knowledge Institute-D course,” both started in 2000, with a total of over 1,000 graduates as of FY2017 in Japan and abroad.

Course graduates are driving innovation in a wide variety of fields, with executives leading management initiatives for the Fujitsu Group and business leaders continuing to create new business with customers.

From FY 2017, in addition to the above, we established two new courses: Business Fundamentals and Leadership Essentials. These courses enable trainees to acquire basic skills required by global business leaders. Approximately 250 people graduated from the courses. This has further accelerated global business leader development from the perspective of number of personnel.



GKI-A President's Session

Efforts to Develop Human Resource in Accordance with the Management Strategy

In addition to group-wide efforts, Fujitsu is carrying out human resource development at each department with an emphasis on specialization closer to their respective fields.

Sales	<p>Fujitsu is making the following efforts to enhance sales coordination on a global scale.</p> <ol style="list-style-type: none"> 1. Fujitsu conducts training programs at its domestic and overseas sales sites to help employees experience and gain a first-hand understanding of each other's real business situation and nurture a Fujitsu sales mindset. [Overseas training program for sales persons in Japan: 27 participants in FY2017; 40 participants scheduled for FY2018] [Training program in Japan for overseas site sales persons: 35 participants in FY2017; 40 participants scheduled for FY2018] 2. Fujitsu is working with the Asia Region's Human Resources Unit and Human Resources Development Unit to hold training for enhancing sales abilities for sales staff in the Asia Region. [137 participants from 6 countries in FY2017] 3. In the Domestic Sales Unit, Fujitsu organized business performance ability in the digital business era and held a program for studying the concepts of design thinking and digital business for approximately 800 employees in the manager class. The program will be deployed across all of sales as a base line for sales activities.
Global Services Integration Business	<ul style="list-style-type: none"> ● Fujitsu is making the following efforts to develop Global SEs capable of applying global business skills. <ol style="list-style-type: none"> 1. Fujitsu is offering various training programs for improving communication skills and developing a global mindset. [1,493 participants in FY2017] 2. Fujitsu is implementing overseas workshops (Global Workshop Training [GWT] programs) at overseas business facilities for selected trainees. [36 participants in FY2017; 50 participants scheduled for FY2018] ● From FY2017, Fujitsu has held the Digital Innovator Training Program to get an early start on developing digital business leaders. In FY2018, we will continue to improve and enhance program contents. [174 participants in FY2017; 420 participants scheduled for FY2018] ● Based on career formation concepts and how to face work duties, we enhanced support measures with a focus on career education for young employees (1st year, 3rd year, and age 30) and organizational communication. ● In order to raise security awareness, we held mandatory training in which employees experience simulated security attacks/countermeasures on actual equipment and learn to incorporate security at the time of system design. We are working to broadly disseminate training for all employees through e-Learning, etc.
Digital Service Business	<p>In an effort to create new markets, Fujitsu will continue to accelerate the development of value-added services and bolster its existing infrastructure business services. Continuing from FUJITSU Cloud Service K5 and AI implemented in FY2017, we are using e-Learning to share our policies and technologies for the IoT in FY2018.</p>

Service Business	Platform	<p>Fujitsu is making the following efforts to get a head start on developing engineers for the emerging era of digital business.</p> <ol style="list-style-type: none"> 1. Training for young business leaders <ul style="list-style-type: none"> - G3 business ideas proposal worksheets: [30 in FY2017 (including 12 women)] - Fujitsu held fast-track selection training for young engineers [27 in FY2017] 2. Early development of solid engineers <p>Fujitsu established a course system for developing engineers capable of adapting to new times. [Established 6 AI courses in FY2017]</p> 3. Overseas workshop programs for developing a global mindset <ul style="list-style-type: none"> - Fujitsu sent employees on short-term study-abroad trips [16 participants in FY2017] - Fujitsu offered overseas business trip programs [21 participants in FY2017].
Global Functions	Corporate	Fujitsu is dispatching employees to sites, graduate schools, and other locations overseas to help employees develop stronger expertise in their respective functions.
Fujitsu Laboratories		Since 1970, Fujitsu Laboratories has offered one-year overseas dispatch programs for young researchers, sending participants to prestigious graduate schools and research institutions in hopes of helping the researchers deepen their expertise and forge a global network of colleagues. Over the last five years, the programs have sent 19 participants to various locations, mostly in North America.

Promoting Professionalism

1. Professional Certification System

At the Fujitsu Group, we have established a certification system for professionals to develop in various specialized fields. Every year, a screening process takes place via an essay-writing exercise and interviews. In addition to new certifications, we hold regular screenings for certificate renewals to help employees retain their skills.

Furthermore, certified employees engage in community activities in various categories to further enhance their own skills, distribute information, and mentor their successors.

2. Professional Certification Categories (FY2017, including group companies)

- Sales: 567 certified employees
Strategy/Account Management/Solutions
- System Engineers: 2,068 certified employees
Consulting/Project Management/Business Architecture/IT Architecture/Service Management/Quality Management/Product Architecture/IP Management
- Engineers: 587 certified employees
Product Planning/Architecture Development/Hardware and Firmware Development/Software Development/Manufacturing and Production Skills/Quality Assurance Skills

Career Design Support

Fujitsu Group works to energize its organizations and workforce by cultivating a rewarding workplace culture that values career development and providing various forms of support that encourage each employee to pursue self-initiated career growth. To do so, we have created organizations that focus exclusively on career design support. These activities are in line with the revisions to the Human Resources Development Promotion Act in effect since April 2016.

Career Seminar

In collaboration with organizations specializing in education, Fujitsu hosts training programs for all employees, including managers, to encourage future career planning. The training programs welcome roughly 2,000 employees every year.

Participants have given glowing reviews of the content of the training sessions. "The session helped me take inventory of my own values and strengths," one employee said, while another commented that, "The program showed me how important it is to start working on my future career path now." The program acts as a catalyst for development: "Through the session, I started to figure out what I'd need to do to live my life and do my job the way I want to—I'm more motivated than ever to enhance my skills and use my strengths."

Career Seminar System (Mandatory courses)

Managers and above Employees	C&L Design Seminar
	Career route consideration
Regular employees	Career Design Workshop
	Seeing change as an opportunity for your career

Career Counseling

Fujitsu provides counseling services to its employees upon request, offering an opportunity to focus on their future career plans and find ways to further their career development on their own.

Internal Recruiting Program/Internal Posting Program and Free Agent (FA) Program

To help employees design their careers, Fujitsu has established the following measures and aims to create a stimulating corporate culture, self-initiated career promotion, and optimal placement of employees by providing employees additional career-advancing opportunities.

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 resource and greater discovery of employee skills and talents that are not as readily accessed through our primary employee placement system. The internal recruiting program has been implemented since 1993 and is now firmly established. To date, approximately over 3,000 employees (as of the end of FY2017) have changed positions through this program.

Free Agent (FA) Program

In addition to the program discussed above, 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 since FY2003 and approximately over 600 employees (as of the end of FY2017) have transferred positions as a result.

Active Support of Senior Employees

In addition to the above, employees who wish to seek opportunity outside of Fujitsu are changing careers and succeeding in the new companies/organizations, with the support from our specialized career counselors.

Furthermore, with the post-retirement re-employment system, Fujitsu caters flexibly to the varied needs of seniors, such as providing work-life balance and nursing care.

List of Employee Related Indicators

*Items listed in the third party verification report.

Employees in Fujitsu group

		FY 2015	FY 2016	FY 2017	GRI
Number of employees by region*	Total	156,515	155,069	140,365	G102-7, 8
	Japan	98,905	98,447	92,476	
	Asia	17,668	17,209	12,376	
	Oceania	3,662	3,422	3,137	
	The Americas	7,573	7,821	5,867	
	EMEIA	28,707	28,170	26,509	
Number of Employees by Type of Contract (person)	Full-time	156,515	155,069	140,365	
	Non Full-time*1	16,871	16,307	15,883	

*1 Including fixed term employees (contracted, part-time, etc.) and excluding dispatched workers.

Board of Directors (As of June 25, 2018)

		End of June, 2016	End of June, 2017	End of June, 2018	GRI
Directors*	Total	10	10	10	G405-1
	Male	8	8	8	
	Female	2	2	2	
External directors* *2		4	4	5	
Non-Japanese directors		1	1	1	

*2 External Directors under Clause 15, Article 2 of the Companies Act and Clause 15, paragraph 3, Article 2 of Enforcement Regulations of the Companies Act.

Diversity (Fujitsu Limited)

		FY 2015	FY 2016	FY 2017	GRI
Number of employees* Total		24,112	33,095	32,969	G405-1
Average age*		43.3	43.1	43.3	
Number of employees by age group*	Under 30	2,978	4,281	4,337	
	30-49	14,174	18,875	17,655	
	50 and over	6,960	9,939	10,977	
Number of employees by gender (person) *	Male	20,248	27,754	27,462	
	Female	3,864	5,341	5,507	
Ratio of female employees (%)		16.0%	16.1%	16.7%	
Ratio of female managers (%)*		4.82%	5.24%	5.71%	
Ratio of newly appointed female managers (%)* (qualified personnel)		6.6%	10.1%	11.3%	
Number of non-Japanese employees (person)		248	343	383	
Trend in employment rate of people with disabilities (%)* (counted in every June) *3		2.04%	2.00%	2.15%	

*3 The rate as of June 2018: 2.28%

Employment (Fujitsu Limited)

		FY 2015	FY 2016	FY 2017	GRI
Hiring of Recent College Graduates (person)*	Total	500	740	750	G401-1
	Male	344	490	530	
	Female	156	250	220	
Average year of service*	Total	20.3	20.0	19.4	
	Male	20.7	20.6	20.0	
	Female	18.1	17.2	16.4	

Using the Care Leave and Short Work Hours system (Fujitsu Limited)

		FY 2015	FY 2016	FY 2017	GRI
Number of employees using child care leave*	Total	272	336	425	G401-3
	Male	23	38	42	
	Female	249	298	383	
Return to work rate after child care leave (%)	Total	97.5%	98.5%	98.4%	
	Male	100%	100%	100%	
	Female	97.0%	98.3%	98.3%	
Continuous work rate after child care leave (%)	Total	95.7%	98.2%	98.3%	
	Male	80.0%	100%	93.3%	
	Female	96.0%	98.0%	98.8%	
Number of employees using family care leave*	Total	13	14	7	
	Male	4	10	4	
	Female	9	4	3	
Return to work rate after family care leave (%)		93.8%	100%	100%	
Continuous work rate after family care leave (%)		100%	97.1%	92.3%	
Reduced working hours (child care)*	Total	556	789	871	
	Male	10	16	21	
	Female	546	773	850	
Reduced working hours (family care)*	Total	11	17	13	
	Male	2	7	6	
	Female	9	10	7	
Paternity leave*		463	482	652	

Occupational Safety and Health (Fujitsu Limited)

	FY 2015	FY 2016	FY 2017	GRI
Frequency rate*	0.30	0.08	0.18	G403-2
Severity (rate)	0.000	0.000	0.000	

Human Resource Development (Fujitsu Limited)

		FY 2015	FY 2016	FY 2017	GRI
Average Hours Dedicated to Training Per Employee (Fujitsu)	Total	50.8	55.7	(To be updated)	G404-1
	Executive Employees	36.3	39.8	(To be updated)	
	Ordinary Employees	55.2	59.9	(To be updated)	