

Creating a Working Environment that Allows Employees to Make the Most of Their Abilities

Believing that “every one of us has a leading role to play,” we are creating a working environment that enables employees to make the maximum use of their abilities and supports their professional and personal growth.

Personnel Policy

For an enterprise to maintain continuous growth, it must provide its employees with a working environment that encourages each of them in the lively and active use of their abilities and aptitudes, and offers them a wide variety of experience and growth.

Recognizing this, one of the core values expressed in *The FUJITSU Way* is that “every one of us has a leading role to play.” We therefore seek to provide an environment that makes it easy for all employees to give their best, challenging each of them to achieve higher standards in their work and supporting them in their growth as they make use of their specialized abilities.

Respect for Human Rights

The shared principles articulated in the code of conduct of *The FUJITSU Way* are guidelines for each employee to use in conducting daily business operations. Prime among them is respect for human rights, an attitude that underpins all our corporate and individual activities. This principle informs the actions of every member of the Group.

Practicing Respect for Human Rights

The Fujitsu Group carries out ongoing education for all employees on various human rights issues, including sexual and other forms of harassment and discrimination, so as to extend an awareness of human rights throughout the organization. We have also set up a consultation desk to address employee concerns.

Through these activities, we are striving to foster a climate of respect and a flexible and comfortable working environment, and to educate our employees to play their part as members of society in the elimination of discrimination.

Defining a Policy of Respect for Human Rights in Employment Practices

In 2006, we established “Fujitsu Group Guidelines on Respect for Human Rights in Employment” to clarify measures relating to equal opportunity, the prohibition of forced and child labor, and the promotion of a comfortable working environment.

Diversity in Employment

Employment of People with Disabilities

Employees with various disabilities are at work in departments throughout the Group. We attend numerous interviews organized by employment and job placement support agencies, and provide an open flow of information for current and potential employees with disabilities via special pamphlets and website content. With respect to workplace assignments, we try to select workplaces that will enable individuals to make the most of their abilities, and we provide long-term support and follow-up to promote their

further development. As a result, in 2006 we exceeded the 1.8% employment rate for people with disabilities required by law in Japan.

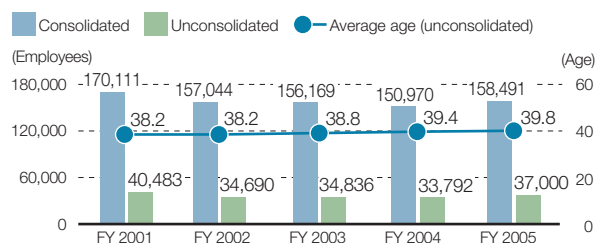
Employment of Foreign Nationals in Japan

The Fujitsu Group promotes internationally minded employment practices in keeping with the globalization of our business. In Japan, we proactively employ Japanese exchange students and foreign nationals through specific activities, including recruiting events for exchange students held domestically and overseas, as well as on-campus recruiting at leading universities around the world.

Striving to Provide Equal Opportunity in Employment and Advancement

Together with our employment policy of not discriminating by education, age, gender or other factors, once someone has entered employment we offer opportunities for promotion commensurate with performance and competence. We are also actively advancing the promotion of female employees to managerial positions as part of our equal opportunity efforts in all areas of the Group.

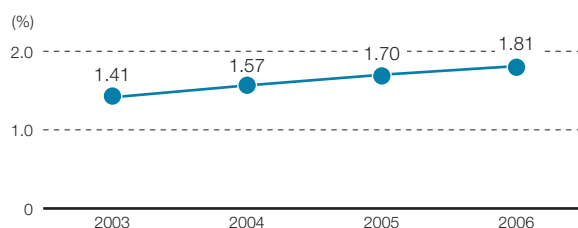
Trend in Number and Average Age of Employees



Employees by Region

Region	Employees (thousands)
Japan	99
Americas	9
Europe	21
Asia, Australasia, others	29
Total	158

Trend in Percentage of Employees with Disabilities (Fujitsu Limited)



Creating a Working Environment that Allows Employees to Make the Most of Their Abilities

Creating Good Working Conditions Balancing Work with Pregnancy, Child Care and Nursing Care Needs

We offer flexible working conditions and a favorable environment that makes it easier to balance a career with raising a family or providing nursing care, thereby enabling all employees to develop their abilities to the fullest. In Japan, in accordance with legislation supporting measures to foster the raising of the next generation, we have formulated an action plan that extends our efforts from creating a flexible working environment to also reviewing actual working procedures.

Number of Employees Using the Support System (FY 2005, Fujitsu Limited)

System	Users
Child care leave	220
Family care leave	17
Reduced working hours (child/family care)	209
Paternity leave	705

In addition to the above, we also provide babysitter subsidies, paid leave honoring long-term service and for volunteer and other activities, and in some locations, in-house childcare facilities.

Survey on Employee Satisfaction

In order to achieve the mission laid out in *The FUJITSU Way* and to be seen by our customers as a reliable management and business partner, we feel it is vital to increase the number of employees who are sympathetic to our mission as well as personally motivated to always act in the best interests of the customer.

In order to ascertain whether we are making progress in this direction, we conduct employee satisfaction surveys. Based on the results of these surveys, managers identify and tackle problems found in their organizations, and work to implement improvements formed after internal discussions.

Evaluation and Awards System Performance Evaluation System

In Japan, we have introduced a system under which employees set their own performance targets every six months and receive compensation based on the extent to which they meet those targets and the processes they use to do so. The system supports employees as they pursue their personal growth objectives, providing objective standards by which to assess their careers and skills.

Awards System

Every June, at the events commemorating Fujitsu's foundation, awards for outstanding performance are presented. All employees of the Fujitsu Group are eligible. Awards are also presented at the company and business group level.

Compensation for Employee Inventions

In the event that Fujitsu receives the rights to an employee invention and registers it as a patent, compensation is paid to the employee or employees responsible. In conjunction with Article 35 of the Japan Patent Law, we promote awareness of our "Regulations on Compensation for Employee Inventions," disclose relevant guidelines and offer an email-based service for consultation and to sound out opinions.

Human Resources Development

We consider the development of human resources and employee education as key management priorities and essential to ensure continuing growth in an era of increasingly severe changes in our operating environment. We are committed to cultivating a workforce that is second to none.

Supporting Career Development with the "Executive Personnel Image" Standard

We set a standard with regard to the image that Fujitsu managers should project to give our employees the right idea of the direction they should pursue and skills they should acquire. This standard forms the basis for our promotion scheme. Employees can refer to this standard as a guide in their own efforts to develop their skills and advance their careers. At the same time, the company uses the standard in reviewing and reforming employee education programs and providing a career support structure.

We provide training for managers based on this image, and distribute handbooks containing practical advice for supporting their workplace and staff in order to help them become better managers.

Fujitsu University

Fujitsu University was established in April 2002 to pursue human resources development from a long-term perspective. Here, based on Group business strategy closely coordinated with strategies for human resource development, we offer employees a variety of courses aimed at:

- Fostering professionals who can create high added value for customers;
- Fostering business leaders who can powerfully advance global business;
- Promoting the shared values and skills of all employees—the "baseline" of the group's capabilities as a comprehensive solutions provider.

Fujitsu NetCampus

Open to all employees around the world, NetCampus is our in-house educational platform for the management of learning. Course content, applications and acceptances for enrollment, and a wide variety of learning support functions are all provided via intranet.

Education on Manufacturing Innovation

Based on the Human Resources Promotion Development Law, the Fujitsu Institute of Technology carries out accredited career training in a one year intensive group education course that combines the basic disciplines and practical skills required by the Fujitsu Group. This training fosters production site operators capable of adapting to the dynamic changes that occur on the manufacturing floor.

In addition, the course is structured to provide education for each rung of the career ladder, including site foreman, and offers a well-rounded training curriculum to reinforce the organizational strength of the Group's manufacturing sites.

Flexible Allocation of Personnel and Career Development

By promoting the flexible allocation of personnel to sectors and positions within the Group in response to growth areas and other changing circumstances, we provide employees with the opportunity to optimize their potential contributions. We have also established a system by which employees may select and pursue particular career paths, and we support them in such endeavors.

In-house Transfers (FY 2005, Fujitsu Limited)

System	Transfers (no. of people)
In-house Recruitment	371
Free-Agency	71

Employee Career Development Self-Support System

This system aims to empower employees to access a wide array of career options that can provide meaning in both their work and daily lives as they venture out into a world no longer bound by age-based conventions on employment. The system assists them to make proactive career decisions and opens the way for career shifts and independent ventures well in advance of their retirement.

Retiree Re-employment Scheme

Although the official age for retirement is 60 years in Japan, we have implemented a system for re-employment of retirees in accordance with the Law Concerning Stabilization of Employment of Older Persons enacted in April 2006. We strive to provide fulfilling opportunities for all employees who wish to continue working past 60.

Health and Safety at Work

To ensure that all Group employees have a working environment that is safe, pleasant, and secure, health and safety educational programs and training matched to workplace realities are carried out and practical measures implemented. Our suppliers are required to do the same.

The requirements of mental health are not overlooked, and proper care is taken to ensure employee well-being.

Central Health and Safety Committee

Every year, Fujitsu holds a meeting of the Central Health and Safety Committee attended by employer and employee representatives. The committee sets policies for the company as a whole, monitors natural disasters and other threats to health and safety, and proposes preventive measures. The health and safety organizations at each location also hold monthly committee meetings, developing policies as they apply to the local situation and implementing them to ensure site safety.

Health Management & Mental Health

In Japan, Fujitsu has established Health Promotion Centers and Health Management Offices at each business location, which are responsible for performing various health checks, education to increase health consciousness, guidance to maintain good health, consultations, as well as counseling for those in need of mental health care. In 2005, we bolstered our support for employee self-care by developing an online system enabling secure access to one's health check-up results.

We began educating different levels of employees on mental health in 1966, and in 2005 set up an e-Learning program course for all employees. Other initiatives include enhancement of an e-diagnosis self-check tool for determining one's level of stress, whereby employees who are concerned about their self-test results can then access a web-based consultation service.