

With Our Employees

We aim to provide an environment that allows every employee to exhibit their capabilities to the

For the Fujitsu Group to continue to respond to customers' requirements and earn society's trust, we must create an environment in which all our employees can exhibit their capabilities to the fullest.

Therefore, based on the "Employees: Every one of us has a leading role to play" statement in the values section of *The FUJITSU Way* and the "human rights" statement in the code of conduct section, we work both to create an environment in which it is easy to work and to support our employees' professional growth.

Initiatives in this Area

- Respect for human rights
- Diversity in employment
- Providing a good working environment
- Human resources development



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.

In conjunction with these principles, we have also stipulated and published "Guidelines on Respect for Human Rights in Employment" to articulate our stance on human rights in employment.

Promoting Awareness of Human Rights

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

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.

FUJITSU Guiding Principles of Respect for Human Rights in Employment

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

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

1. Equal Employment Opportunity and Respect for Human Rights

FUJITSU strives to provide equal employment opportunities. FUJITSU is committed to treat our employees with no illegal discrimination based on race, color, religion, creed, sex, social status, lineage, physical or mental disability, sexual orientation and any other legally protected category that is unrelated to the legitimate interests of FUJITSU.

2. Compliance with Employment Laws and Regulations

FUJITSU adheres to the applicable laws and regulations of the countries and regions in which it operates in treating our employees.

3. Prohibition of Forced Labor / Child Labor

FUJITSU will not use any form of forced or compulsory labor. FUJITSU will not use child labor.

4. Work Environment

FUJITSU strives to achieve and maintain a healthy and safe work environment that motivates its employees. As a part of this effort, FUJITSU ensures that no illegal discrimination and/or harassment are conducted in such work environment.

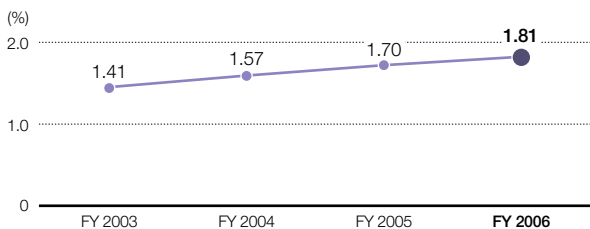
Diversity in Employment

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, creating many opportunities to meet prospective employees. We also provide an open flow of information for current and potential employees with disabilities via special pamphlets, website content and in-house seminars. 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 interviews to promote their further development and continuation in employment. As a result, in 2006 we exceeded the 1.8% level of employment of people with disabilities required by law in Japan.

Along with strengthening our efforts toward achieving employment ratio goals, not just at Fujitsu but throughout the Group, we are also committed to further improving our workplace environments so that those with disabilities can realize their full potential.

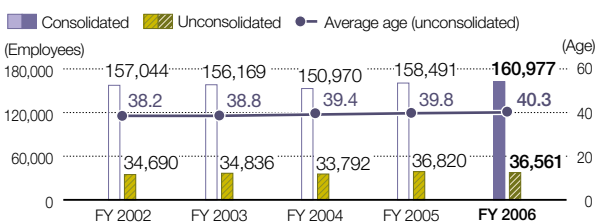
Trend in Percentage of Employees with Disabilities (Fujitsu Limited)



Employment of Foreign Nationals in Japan

The Fujitsu Group, including its member companies within Japan, 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.

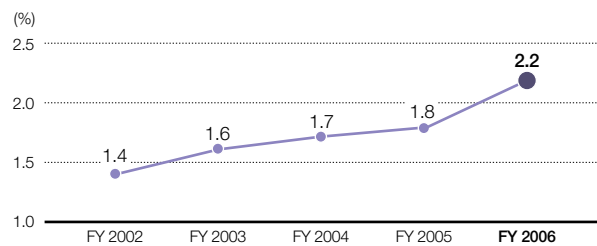
Trends in Number and Average Age of Employees



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 also are 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 Women Managers (Fujitsu Limited)



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 to a family member, thereby enabling all employees to develop their abilities to the fullest. In Japan, in accordance with the Law for Measures to Support the Development of the Next Generation, we have formulated an action plan that was approved by the Minister of Health, Labor, and Welfare in 2007. In addition, we provide babysitter subsidies, paid leave honoring long-term service and for volunteer and other activities, and we have also established and are operating in-house childcare facilities at some of our

business sites. Moving forward, in addition to continuing to improve workplace conditions, we will also be reviewing the ways we work and proceeding according to these plans.



Logo mark stipulated by the Minister of Health, Labor, and Welfare according to article 14, item 1 of Japan's Law for Measures to Support the Development of the Next Generation (Next Generation approval mark)

Number of Employees Using the Support System (FY 2006, Fujitsu Limited)

System	Users	Men	Women
Child care leave	181	11	170
Family care leave	10	8	2
Reduced working hours (child care)	160	4	156
Reduced working hours (family care)	1	1	0
Paternity leave	773	773	-

Attitude Survey to Improve Employee Satisfaction

To grasp the motivational state of our employees and assess the vitality of activity within the organization, we take an annual survey of employee satisfaction. In fiscal 2006, we targeted about 57,000 employees and received responses from some 44,000. (This was a response rate of 77% and included some Group companies.) To move towards the achievement of an environment in which employees can exhibit their abilities to the full and work as though they themselves have a leading role to play, Fujitsu executives directly assess the state of the organizational units they oversee, carefully address any issues of concern, and set up and implement improvement measures. For example, they may organize all-hands information exchange forums for employees, provide opportunities for dialogue with those at the top of the organization, or promote mutual understanding within the organization through web-based activities, etc. In this way, they utilize the forms of communication best suited to the organization and strive to encourage a sense of confidence and solidarity.

Health and Safety at Work

To ensure that all Group employees have a working environment that is safe, pleasant, and secure, we carry out health and safety educational programs and training matched to particular workplace situations. Our suppliers are required to do the same.

We do not overlook the requirements of mental health, either, 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 business 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. These are responsible for performing various health checks, providing education to increase health consciousness, offering guidance to maintain good health, as well as counseling for those in need of mental health care. To bolster support for employee health self-management, in 2006 we extended our online system that allows employees to easily access the results of company health checkups to also cover Group companies. We also expanded our walking rally program to include events all over Japan starting in 2006 as a measure to help employees prevent lifestyle-related diseases and maintain and improve their health.

As support for employees dispatched overseas or on extended business trips, we provide pre-departure education programs, health exams for accompanying family, and health guidance and consultation for both employees and their families. We also have a supply system for required materials in the event of situations requiring an emergency response, such as avian influenza.

In the mental health area, we have implemented e-learning study programs and an online tool for diagnosing one's own level of stress. In addition to in-house counseling, we have enhanced self-care options that leverage counseling provided by external organizations, and we are working to bolster care through mental health training programs for managers and other measures.

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 group 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 day-by-day efforts to develop their skills and advance their careers. At the same time, the company uses the standard in providing employee education programs and 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

Drawing together the collective knowledge and expertise of the Fujitsu Group, Fujitsu University was established in April 2002 to carry out world-class human resources development.

Here, closely aligning human resources strategies with the Group's business strategies, we offer employees a variety of courses aimed at:

- Training professionals who are able to provide customers with a high degree of added value;
- Fostering business leaders who can exhibit global business leadership;
- Promoting the shared values and skills of all employees—the "baseline" of the group's capabilities as a comprehensive solutions provider.

Through these efforts, we are striving to cultivate the leaders

For Our Customers

With Our Employees

For Our Shareholders

With Our Business Partners

With Local and International Communities

For the Environment

who will support the Group in the future.

Furthermore, we are enhancing the presence of the Fujitsu Group through active collaboration with universities and other external educational institutions, hosting of exchange students at the Japan-America Institute of Management Science (JAIMS), and other initiatives.

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, providing strong impetus for the widespread implementation of e-learning.

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 basic production site operators capable of adapting to the dynamic changes occurring 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.

Promoting Flexible Allocation of Human Resources and Career Development

To respond to changes in the business environment and operational needs, we seek to optimize allocation of personnel to growth areas and fields and occupations that require even stronger staffing resources. Along with providing various types of specialized training and follow-up education, recognizing increasingly diverse employee work-styles, we provide career development support, including in-house recruitment and a free agent system that allows employees to choose for themselves their career direction. We also offer career training and counseling.

In-house Transfers (FY 2006, Fujitsu Limited) (no. of people)

System	Transfers
In-house Recruitment	301
Free Agent System	72

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.

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 career development and acquisition of skills.

Awards System

Every June, at the events commemorating Fujitsu's foundation, we present awards for outstanding performance to encourage our employees' desire for achievement, to firmly establish an active organizational style, and to foster a culture of praise. All employees of the Fujitsu Group are eligible for these awards. A wide range of awards are also presented in a timely way 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.

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