

# With Our Employees




## Our Basic Stance

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.

## 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 “We respect human rights,” a principle that underpins all our corporate and individual activities and 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.

 **FUJITSU Guiding Principles of Respect for Human Rights in Employment (in Japanese)**  
<http://jp.fujitsu.com/about/csr/society/employees/humanrights/>

## 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, create a flexible and comfortable working environment, and educate our employees to play their part as members of society in the effort to eliminate discrimination.

## Respect for Diversity

### Our Stance on Diversity

Based on the statement “We respect diversity and support individual growth” in the Corporate Values of the Fujitsu Way, in June 2008 we set up the Diversity Promotion Office as an organization to promote respect for diversity throughout the company.

The Diversity Promotion Office’s vision for Fujitsu is:

- Maximize the potential capability of each employee by respecting and utilizing each other’s various individualities.
- Continue to create new wisdom and technology through innovation among various organizations and project teams throughout the company.

With these two objectives in mind, we are committed to changing workplace environments and attitudes, aiming to create workplaces where people can work energetically,

to create new values and to realize coexistence and mutual prosperity with society.

## Our Approach to Diversity Promotion

In February 2008, top management made a call for Fujitsu to show respect for, and commitment to, diversity. In response, and as a way of assessing the present situation, all officers and employees completed a survey questionnaire, and interviews were conducted with members of the various groups to which they belonged.

While the survey revealed general satisfaction with Fujitsu and our workplace environment, a number of issues surfaced. As a result, we adopted the theme “Cultivating awareness of diversity” for FY 2008.

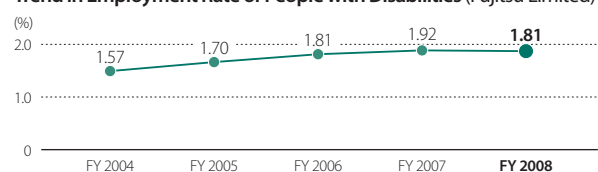
Following establishment of the Diversity Promotion Office in June, the results of the survey and interviews with top management were published in three issues of our in-house employee magazine. In September, a Diversity Promotion Office website in English and Japanese was launched on our corporate intranet, and a whole range of information on diversity provided to staff, starting with profiles of key role models and the introduction of various diversity promotion activities. In January 2009, a company-wide diversity forum was held in which many staff participated. This presented an opportunity for all members of staff to consider diversity issues and increase their understanding of them. Throughout the year, diversity was included in position-specific training such as workplace management training, newly appointed executive training, and general manager training.

## Employment of People with Disabilities

Employees with disabilities are working in various departments throughout the Fujitsu Group, as researchers, engineers, sales, and system engineers, etc. There are many opportunities to meet prospective employees with disabilities through our own recruitment seminars, interviews arranged by national job agencies and other job placement support agencies.

In order for the prospective candidates to picture their career at Fujitsu, we also provide information about current employees with disabilities who play an active part in the company through our recruiting pamphlets and websites. With respect to workplace assignments, we cooperate with workplaces to enable individuals to make the most of their abilities, and provide long-term support, including follow-up interviews, to promote their further development and continuation of work.

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



## Recruitment of Global Talent

The Fujitsu Group, including its group companies within Japan, promotes global recruiting, mainly targeting Japanese students studying abroad as well as foreign students inside and outside of Japan, in accordance with the globalization of our business. We proactively recruit such global talent through job forums held both domestically and abroad by holding in-house seminars, as well as by conducting on-campus recruitment at leading universities overseas. We will actively continue recruiting with a global perspective.

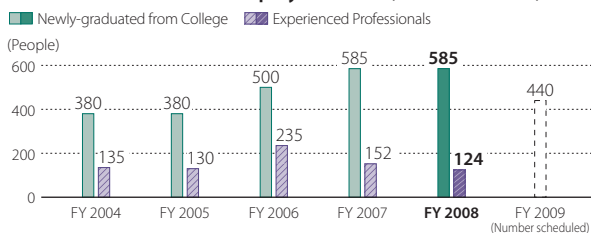
In addition, to ensure that employees coming from outside Japan are able to develop their abilities to the full, we initiated the "Integr8" project in August 2008. This support project established an English website on our intranet, giving the information on rules and regulations for working at Fujitsu, how to apply for reimbursement of business travel expenses or for visas, and other details about clothing, food and housing to help foreign nationals cope with life in Japan. It also supports a network linking Fujitsu Group employees from outside Japan.

## Striving to Provide Equal Opportunity in Employment and Advancement

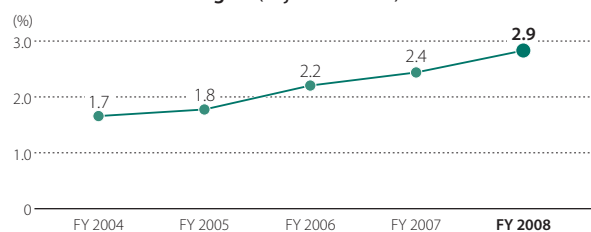
Together with our employment policy of not discriminating by education, age, gender or other factors, we offer opportunities for promotion once someone has entered employment commensurate with performance and general competence. We are also actively supporting the promotion of female employees to managerial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

In FY 2008, a workshop was held that encouraged female leaders to review their careers and express themselves more fully through their work.

### Transition in Number of Employees Hired (Unconsolidated)



### Trend in Women Managers (Fujitsu Limited)



## Voice

### Expectations of a corporate culture that respects diversity and supports individual growth.

By Kimiko Horii, Representative Director of NPO GEWEL

"I think highly of Fujitsu's activities in promoting diversity over the past year. These began with a survey of employee awareness to identify the issues, top management then distributed its views, and finally a diversity forum was held, which was followed by diversity awareness training for newly appointed executives and the senior management of Fujitsu and Group companies. These and other activities clearly convey management commitment.



Promoting diversity is a very important management strategy contributing to corporate growth. It encourages all individuals to develop their full potential and maximize their personal strength, regardless of gender, age, nationality, disability. Based on this understanding, I would like to see continuing efforts in fiscal 2009 to establish a corporate culture that respects diversity and supports individual growth."

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

We offer flexible working conditions and a favorable working environment to make it easier for our employees 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 full. In Japan, in accordance with the Law for Measures to Support the Development of the Next Generation, we formulated our first action plan\* (for the period 1 April, 2005 through 31 March, 2007) that was approved by the Minister of Health, Labour, and Welfare in 2007. In addition, we provide babysitter subsidies, paid leave to honor long-term service as well as volunteer activities, and we have established and are operating in-house childcare facilities at some of our 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, Labour, and Welfare according to Article 14, Item 1 of Japan's Law for Measures to Support the Development of the Next Generation (Next generation approval mark)

\*We are currently implementing our second action plan (for the period 1 April, 2007 through 31 March, 2010).

## Number of Employees Using the Care Leave Support System (FY 2008, Fujitsu Limited)

(units: no. of people)

System	Users	Men	Women
Child care leave	109	7	102
Family care leave	13	8	5
Reduced working hours (child care)	163	3	160
Reduced working hours (family care)	2	2	0
Paternity leave	586	586	-

### Attitude Survey to Improve Employee Satisfaction

To gauge employee motivation and assess the level of satisfaction within the organization, we conduct an annual survey of employees. In FY 2008, we targeted about 56,000 employees (including some Group companies) and received responses from some 47,000—an overall response rate of 84%. On a scale from one to five, the average overall employee satisfaction in FY 2008 was 3.57, an improvement on the previous year. Based on the results of this survey, managers are facing up to the realities of their own departments, holding departmental discussions, and devising and implementing improvement plans so that employees can themselves take the lead in working to the best of their abilities. These measures include, for example, promoting communications that match the needs of the organization, holding information-sharing meetings to create frequent dialogs between management and staff, and encouraging intra-departmental discussions between employees to foster a sense of solidarity.



## Global Activity

### Fujitsu Services (U.K.) Two Managers Benefit from Job Sharing.

In the Fujitsu Group companies in Europe, several initiatives are being taken to respect and promote employee work-life balance. Leveraging the IT technologies and developing the infrastructure, we lighten the burden of business travel on employees, and the environment, by encouraging the use of teleconferencing and video conferencing. We also promote job sharing.

For example, two female managers in the HR Dept. run a job-sharing arrangement. This enables them to continue their current responsibilities without facing undue stress while raising their children. As a result, the company not only retains valuable, skilled and capable people but also gets the benefit of two insightful minds.



The two managers who share their work.

Among our overseas subsidiaries, Fujitsu Services (U.K.), which plays a central role in our IT services, regularly conducts a People Engagement Survey. In 2007, the survey was distributed to some 20,000 employees across twenty countries in eight different languages. Based on about 13,000 responses (a response rate of 64%, the highest ever), the company made a donation to UNICEF (the United Nations Children's Fund) and the international medical and humanitarian aid organization Médecins Sans Frontières.

### 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 aligned 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.

### Promoting Health Management, the Necessary Framework for Employee Safety and Well-being.

To ensure that all Group employees work in safety with a sense of well-being, we have made a strategic commitment to employee health as part of our corporate social responsibility (CSR) agenda. This consists of both in-house distribution of health-related information and the fostering of a healthy corporate culture. Our approach to supporting good health is not limited to employees themselves, but extends to the members of their families and those who have retired. We have started to provide annual health checkups for retirees, and active measures to support the health of family members are included in planning and operating our health promotion services.

### The Framework of Health Management

At each Fujitsu business location we have established a Health Promotion Center or Health Care Center. These are responsible for performing health checkups and providing education to increase health awareness, offering guidance and consultations to maintain good health, and providing counseling for those in need of mental health care.

#### ● Health Education to Prevent Lifestyle Related Disease

We run a walking rally program, discourage smoking, run classes on how to prevent metabolic syndrome (by eating healthy lunches, etc.), and provide employee education that includes addressing the specific health needs of women.

#### ● Support for Overseas Appointments and Extended Business Trips

For employees dispatched overseas we provide educational support (including overseas seminars) and have specialists in occupational health visit overseas locations to provide clinical services.

●Mental Health Support

We were quick to set up in-house counselors whose work is now supplemented by counseling provided from external organizations. Other enhanced self-care options include e-learning for all employees on stress diagnosis. Based on the results of this stress analysis, each organization is diagnosed and we are committed to a program of workplace improvement activities. Mental health education is provided to managers as part of their management training, and we are working to improve care through the training given to newly hired employees and by seizing other opportunities for health education.

●Officially Specified Health Checkups and Guidance

Officially specified health checkups and guidance (health checkups for metabolic syndrome) were introduced in FY 2008, and our insurer, Fujitsu Kenpo (Corporate Health Insurance Society), is cooperating with us on their implementation. A new Group company, Best Life Promotion Ltd., was formed to strengthen health support and will support us in providing guidance to employees.

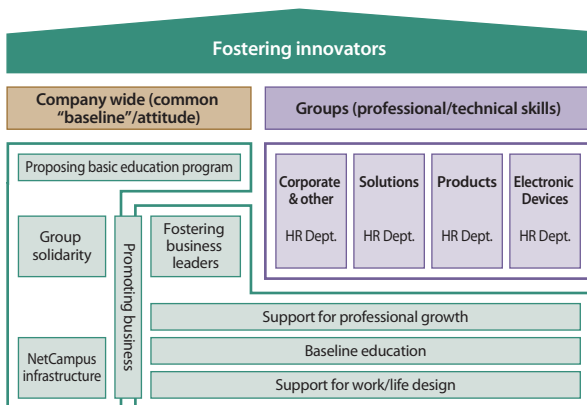
**Human Resources Development**

We consider the development of human resources and employee education as key management priorities. We believe they are essential to ensure continued growth in an increasingly complex and changeable operating environment. We are committed to developing a first-class workforce across the globe.

**Fujitsu University for HR Development**

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

**Fujitsu University**



Here, closely aligning human resources strategies with the Group's business strategies, we offer employees a variety of courses aimed at (1) training professionals who are able to provide customers with a high degree of added value; (2) fostering business leaders who can exhibit global business leadership; and (3) promoting the shared values and skills of all employees—these form the "baseline" of the Group's capabilities as a comprehensive solutions provider. Through these efforts, we are striving to cultivate the leaders 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 international students at the Japan-America Institute of Management Science (JAIMS) and other initiatives.

**Fujitsu NetCampus**

This is the educational platform open to all employees in our 185 companies in 28 countries around the world.

As a learning management system, it introduces all currently available courses, accepts applications, and provides learning support functions. It represents a strong impetus for the widespread implementation of e-learning.



**Global Activity**

**China  
Our Approach to a Common  
Group-wide Educational Program**

There are more than ten Group companies in China, and if we include companies in which they have invested, the total rises to roughly 50. Fujitsu is concentrating efforts on developing and training the human resources of these companies from a long-term perspective.

For example, all employees at or above the section manager level in Fujitsu Group-related companies in China receive a total of eight weeks of training (including two residential training sessions). Training on this scale, which would be difficult for individual companies to give, enables programs to include group work and action learning. They also serve to foster personal networking within the Group and the formation of active communications between members.



Group work at a residential training session.