

# With Our Employees




## 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.

We have stipulated policies for human rights in employment and are working for equal employment opportunities, respect for human rights, elimination of discrimination, and the abolishment of forced labor and child labor.

We will, in accordance with our commitment to the UN Global Compact in 2009, continue to move forward with management that places a high priority on human rights.

 **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 continues to carry out educational activities on human rights, mainly through our Human Rights Promotion Committee.

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

Furthermore, every year in conjunction with Human Rights Week (in December), we work towards fostering an environment in which everyone—employees and their families—can discuss human rights in the workplace and at home by, for example, putting up posters on preventing sexual harassment, inviting employees to come up with slogans on human rights promotion and rewarding them, and distributing human rights promotional leaflets.

## Respect for Diversity

We set up the Diversity Promotion Office in June 2008.

The Diversity Promotion Office's vision for Fujitsu is:

- 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.
- That we will continue to create new knowledge and technologies through free and active discussions from a variety of viewpoints.

With these two objectives in mind, we are aiming to create workplaces where people can work energetically, create new values, realize coexistence and mutual prosperity with society, and develop Fujitsu into an even better company.

### Efforts at Promoting Diversity

To review the status of its diversity promotion, Fujitsu has been carrying out an annual survey since 2008 of all corporate officers and employees, and in 2009 we expanded coverage to include all temporary staff. Based on the results of this survey we are focusing on the following three measures: (1) a reform of mindset and culture in the organization; (2) support for individual success; and (3) promotion of diverse styles of work and improvements to productivity and individual satisfaction.

In particular, we provide a variety of information to our employees to promote diversity by including survey results and interviews with top management in the company newspaper and by introducing role models and various diversity-related efforts on the Diversity Promotion Office website (in Japanese and English), which is accessible on the company's intranet. We also hold a variety of company events, including company-wide diversity promotion forums, various networking events, and forums with individual themes, which are well attended by our employees.

Furthermore, we implement diversity-related training in our training programs at various levels, including our workplace management training, new corporate executive training, and director training.

Additionally, we study policies and resolve issues related to diversity in diversity promotion Focus Groups held by managerial staff volunteers from a variety of workplaces. We also hold seminars on diversity management for managers based on the results of those Focus Groups.

### Employment of People with Disabilities

Fujitsu actively employs people with disabilities based on the concept of "consider carefully, but act without hesitation" and many people with disabilities are working in a wide variety of positions, including as researchers, developers, sales staff, and systems engineers.

When hiring new employees, in addition to holding our own seminars, Fujitsu strives to make it possible for many people with disabilities to interview with Fujitsu by participating in government job search services and employment events held by commercial employment

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



companies. Fujitsu also provides concrete examples of people with disabilities working at Fujitsu in pamphlets and on web pages. In determining workplace assignments, we work together with the workplace to bring out the best of the individual's abilities, hold post-hiring interviews, and implement long-term follow up from human resource development until the employee is established.

### Recruitment of Global Talent

The Fujitsu Group, including its group companies within Japan, promotes global recruiting. Through job forums held both domestically and abroad, by holding in-house seminars, accepting foreign student interns, and other programs, Fujitsu employs a wide range of people including foreign nationals in Japan. We will continue actively to recruit with a global perspective.

### ■ Support for foreign employees in Japan

Fujitsu started the "Integr8" support project in August 2008 to allow employees from abroad to display their true abilities. This project invites speakers from both inside and outside the company to give seminars on topics of interest to foreign employees, such as career paths in Japanese companies and Fujitsu Group global business strategies, and supports lively communication between foreign employees. In 2009, this project held four events with over 200 attendees including Japanese and other nationalities, reflecting growing interest in these activities.

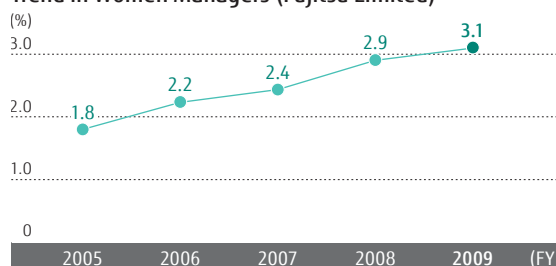
In addition to providing a website on our intranet that includes the rules and regulations that must be followed while working at Fujitsu, and other procedures necessary for living in Japan, we are also moving forward with efforts to make news and important announcements on the personnel division website available in English as well as Japanese.

### 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 strengthening our multifaceted efforts to increase equality of opportunity, including the introduction of a system for rehiring employees who leave Fujitsu to raise children or care for infirm or elderly family members and the proactive recruitment of women employees to management positions.

- The percentage of managers at major overseas sites (with some 50,000 employees) is 10.8% (most of whom are hired locally), and of those managers, 20.6% are women.
- In 2009, the average length of employment was 18.8 years for men and 16.4 years for women.

### Trend in Women Managers (Fujitsu Limited)



### Efforts Aimed at Senior Employees

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

### Voice

#### A third-party opinion on the importance of respecting diversity

I think the fact that Fujitsu has presented a clear vision in this document and has acted positively in a number of areas since the establishment of the Diversity Promotion Office in 2008 deserves high praise. Checking the progress of the diversity promotion activities through



By Kimiko Horii,  
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employee awareness surveys, and having dialog with people in the workplace are indispensable methods for identifying issues. I believe that, moving forward, promoting diversity can lead to improved corporate results. This will be achieved by supporting the activities of individuals and recognizing diverse styles of working and recognizing a wide range of values in keeping with Fujitsu's concept of "a reform of mindset and culture in the organization." I hope that Fujitsu will continue these activities. I also hope that in the near future, Fujitsu can include "respect for diversity" in their approach to "Brand Promise."

## Creating Good Working Conditions

### Balancing Work with Pregnancy, Child Care and Nursing Care Needs

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

In particular, in accordance with the Law for Measures to Support the Development of the Next Generation, we have implemented our action plans\*. 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 in line with the plan.

\* Based on the Minister of Health, Labor and Welfare's approval of our first action plan (April 1, 2005 to March 31, 2007) and our second (April 1, 2007 to March 31, 2010), we have established and are now implementing our third action plan (April 1, 2010 to March 31, 2013).

### ■ Work from home system

So that each and every one of our employees can work efficiently to create even higher added value, in addition to the existing tele-work (both the satellite office and mobile work types) system, Fujitsu set up a work-from-home system as of April 2010. This system takes advantage of the results of a company-wide trial started in February 2008.

**Number of Employees Using the Care Leave Support System (FY 2009, Fujitsu Limited)** (units: no. of people)

| System                              | Users | Men | Women |
|-------------------------------------|-------|-----|-------|
| Child care leave                    | 119   | 9   | 110   |
| Family care leave                   | 4     | 1   | 3     |
| Reduced working hours (child care)  | 140   | 2   | 138   |
| Reduced working hours (family care) | 1     | 0   | 1     |
| Paternity leave                     | 597   | 597 | —     |

## Efforts to Improve Communication

### Labor Relations

Fujitsu holds discussions about various employment conditions and explains management policies and business conditions to its employees through the Labor Council, Productivity Council, and other regular meetings. In Europe, starting in 2000, we also hold a congress on European labor-management relations every year, and share the management conditions of the Fujitsu Group as a whole with employee representatives.

### Employee Satisfaction Survey

To gauge employee motivation and assess the level of satisfaction within the organization, Fujitsu conducts an annual survey of employees.

In FY 2009, we targeted about 64,000 employees (achieving an overall response rate of 84%, including some Group companies). Based on the results of this

survey, some departments introduced an information-sharing meeting attended by all the employees in their department, and others organized a dialog sessions between top management of the organization and members of the department. We also implemented improvements aimed at fostering unity and energizing communication according to the issues each department faces, which typically include promoting discussions between employees across departments.

Thanks to these continuing efforts, the results of the surveys from FY 2004 to FY 2009 have shown increased satisfaction every year.

### ■ Global efforts

In the Global Business Group, which was formed on April 1, 2009, we implemented an employee engagement survey targeting approximately 1,000 senior employees. This survey was intended to create a work environment that would encourage employees to grow. It focused on the degree of employee proactive commitment (Engagement) to the organization or management and what elements (Drivers of Engagement) were related to that commitment. The results of this survey have been applied not only in the action plans at each regional level but also in the Global Business Group's medium-term planning. We plan to repeat this survey in 2011 for all 55,000 employees in the Business Group.

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### Efforts in China

In the Fujitsu Group in China and neighboring countries, we hold a workshop for the heads of HR at each company and exchange information on a wide range of topics, including personnel, labor, and education issues. When the new employment contract law was enacted in 2008, the heads of HR at 21 companies held a study session on this new law to prepare for compliance with it and to improve relations with labor. Also, after this law came into effect, we held seminars on the history and examples of labor-management relations in other countries in a labor-management relations case-study format to increase awareness of the importance of labor-management relations. When a Group company revises company rules or establishes pay levels, we hold a labor-management meeting and, at the same time as we disclose the company's business situation to employees, we listen to the opinions of the labor unions.



## Health Management and Occupational Safety and Health

### Support for Health Management

Fujitsu works to ensure all Group employees work in safety and with a sense of well-being.

At each Fujitsu business location we have established a health promotion center or a health care center, which is responsible for promoting good health and providing counseling for those in need of mental health care.

### Management support

Fujitsu supports the organization and its management by implementing training and organizational evaluations around the theme of improving workplace dynamism. This is designed to improve the work performance and productivity of each employee and to strengthen the skills and expertise of our specialists.

### Individual care support

Fujitsu provides tools and education not only to prevent individuals from falling ill but also to aid healthy employees to become even healthier.

Furthermore, our health support policies extend to the family members of our employees and our company-sponsored health checkups are made available to retired employees.

### Occupational Health and Safety Efforts

To support occupational health and safety, we establish at each business site in Japan a joint management and labor committee that works to improve workplace health and safety. We promote health and safety education and training that matches the characteristics of each workplace to create a workplace environment in which all our employees can work confidently in safety and comfort.

## 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.

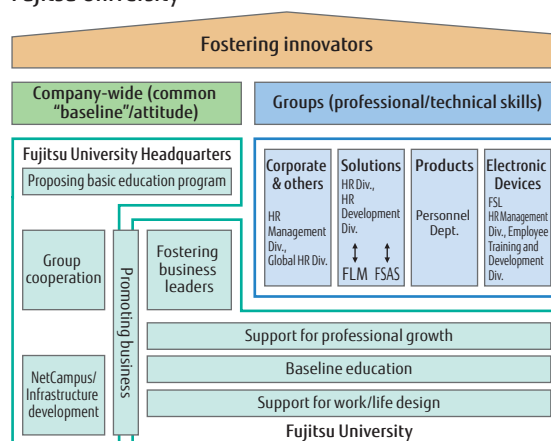
In support of these goals, we have implemented systematic education programs to foster high-level human resources development based on the following pillars.

(1) Fostering business leaders who can exhibit global

business leadership; (2) strengthening the baseline (the values and skills) of our people so that they can understand our corporate vision and act based on those ideals; (3) training professionals who are able to provide customers with a high degree of added value; and (4) "work and life design support" that supports a wide range of individual needs.

In the future, Fujitsu will coordinate proactively with universities, other external educational organizations, and NPOs that provide high-level ICT human-resource development to raise the Fujitsu Group's presence to even higher levels.

### Fujitsu University



### Fujitsu NetCampus

This is an online education and training platform open to all employees in our 219 Group companies in 31 countries around the world. We handle applications, provide admissions for courses, instruction, testing, questionnaire and other functions.

### Human Resource Development at the Global Level

Since FY 2009, at our main global Group companies, we have introduced common global talent management and leadership development programs to foster the next generation of leaders in the top management layer.

While these programs have been implemented using similar concepts in the three areas of Asia, Europe, and the United States, we have also implemented joint sessions where some 70 leaders from the various areas are gathered in Japan to learn about Fujitsu and Japan's corporate culture, and are given an opportunity to form networks with their fellow leaders from around the world.

We also operate a foreign rotation system (Global Exchange Program) for younger employees, which started in 2008. In this system, younger employees are sent overseas for a period of from two to five years. In 2009, 50 employees were sent overseas under this program. We also assign employees from our overseas sites to Japan and thus provide career paths that allow group employees to experience international careers.