

# Environmental Management

We are continuously working to improve our ISO 14001-based environmental management system and to promote group-wide environmental management.

## Fujitsu Group's Environmental Management

We have constructed an environmental management system (EMS) based on the ISO 14001 international standard and are promoting environmental improvement activities across the group. After acquiring ISO 14001 certification for our Japanese consolidated subsidiaries at the end of FY 2004, we expanded this effort to include our overseas subsidiaries and acquired global integrated certification in FY 2005.

By constructing an EMS along with a supply chain spreading across the globe, we have further strengthened our global governance. This also allows us to promote even more efficient and highly effective environmental activities; not only grasping our status of achievement of the Fujitsu Group Environmental Protection Program (Stage VI), but also collecting a wide variety of information from all Group companies such as legal compliance emergency response and environmental communication activities.

## EMS Implementation and Operational Status

We have, as of the end of FY 2010, acquired global integrated ISO 14001 certification for a total of 91 companies, including 12 overseas Group companies. In addition, our 25 overseas companies which are not production base sites are constructing and operating an EMS in line with Fujitsu Group environmental policies. In this way, we have established an environmental management structure across the whole group.

Fujitsu establishes EMS based on a matrix structure composed of a "line program" which promotes activities associated with own-business features and a "site program" which promote activities to tackle site-based issues. This ensures rapid response to top management's decision-making.

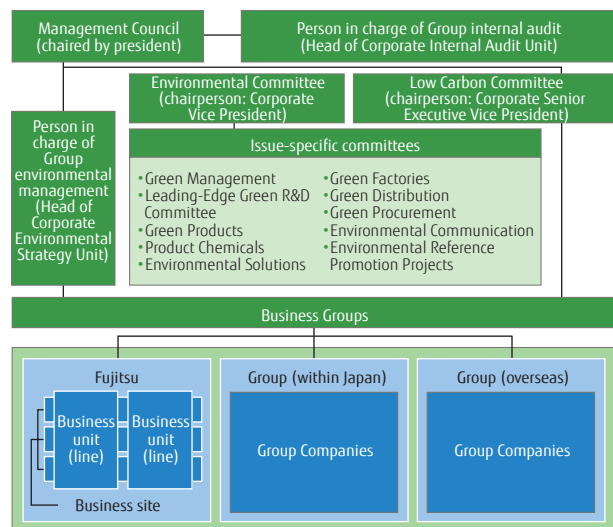
## Environmental Promotion Structure

The final decisions on environmental management are taken at meetings of the Management Council, chaired by the president. Fujitsu has two directly controlled organizations under the Management Council. One is the Environmental Committee, which reports to the Management Council and controls a wide variety of discussions related to improvements in the Environmental Protection Program, EMS systems and so forth. The other one is the Low Carbon Committee, which is made up of executives from business groups and studies companywide policies such as emissions reductions associated with business activities for global warming prevention.

The Environmental Committee sets up subcommittees to handle specific environmental issues by people from across business groups and units. In FY 2010, we inaugurated the Leading-Edge Green R&D Committee as a new subcommittee to strengthen R&D on revolutionary green ICT that will contribute to achieving a low-carbon society. This new committee promotes the development of leading-edge technologies that will boost the efficiency of ICT products and improve the environmental load reduction effects of solutions.

The Environmental Committee's deliberations are shared with the whole group and we have created a Global Environment Management Working Group (WG) under the Green Management Committee as an organization to strengthen our EMS activities through promoting an understanding of the results of the committee to encourage proactive actions. In the Global Environment Management WG, we assemble people from across the various business groups and inform them of items that we request be handled by the various divisions and group companies to unify our global information sharing.

## Structure for Environmental Activities



## Promoting the Fujitsu Group Environmental Protection Program (Stage VI) Globally

In FY 2010, as the first year of the Fujitsu Group Environmental Protection Program, we announced the program through our lines, sites and factories thoroughly. In addition, we held joint briefing sessions for environmental management controllers from group companies at eleven locations in Japan. We also created opportunities overseas to explain the program directly to local managers and environmental supervisors from



A Briefing in Europe

29 companies in four areas (the Americas, Asia/Pacific, China, and Europe) In the sessions we communicate all targets of the program while emphasizing the need to benefit customers and society, pursue internal reforms and conserve biodiversity.

In addition to promoting the Environmental Protection Program, by having each company make an effort to enhance the Fujitsu Group integrated environmental management system, Fujitsu strengthens its global environmental management system.

## Environmental Management

### Continuous Improvements to the Environmental Management System

#### Constructing Smart EMS

Fujitsu has developed original environmental management tools such as Global Environment Database System and ISO 14001 Green Management System. The Global Environment Database System enables us to consolidate a wide variety of information such as plan, performance and measures of environmental load. And ISO 14001 Green Management System consolidates risk and environmental information such as compliance to enhance and visualize our environmental management. Also, we use Join Meeting\* for remote communication in EMS operation.

\* **Join Meeting:** A web-based conferencing system

#### Efforts to Improve Environmental Performance

We have been working on creating a system to evaluate the status of target achievement, compliance and operational management to improve our environmental performance at factories.

We continuously make efforts to strengthen environmental governance by promoting the Environmental Protection Program (Stage VI), adopting ICT for smart EMS construction, and forming systems to improve environmental performance.

### Implementing Environmental Audits

#### Internal Audit Implementation and Results

Internal audits are directed by the Corporate Internal Audit Unit, which is unaffiliated with any line organization to ensure that our internal audits are fully objective and independent. The Corporate Internal Audit Unit allocates internal auditors who belong to Fujitsu or Fujitsu Group companies.

In FY 2010, we internally audited factories, offices, and other facilities at 484 locations both in Japan and overseas from July 2010 to January 2011.

For this audit, we scrutinized the trends and results with the FY 2009 internal audit and the external audit and found three major points to be focused on: (1) verification of compliance, (2) verification of the status of efforts for our Environmental Protection Program (Stage VI), and (3) verification of the status of human resources development. Also, we continuously implement mutual audits between different sales and marketing divisions, a program we have been working on since FY 2009. This promotes invigoration by reflecting other division's findings on our own activities.

As a result of these internal audits, we discovered 409 indicated matters, of which five were classified as major, 35 as minor, and 369 were observations.

One of the major matters was a serious flaw in the succession of persons in charge. About 60% of all matters arose from compliance evaluation, objectives, targets and programs, and operational control.

Operational control at subcontracting and maintenance companies was found to be inadequate. We are implementing control measures in our 2011 internal audit.

#### External Audit and Results

FY 2010 an external audit was carried out from August 2010 through January 2011. In Japan, we were audited by the Japan Audit and Certification Organization for Environment and Quality (JACO). JACO made two comments that cover group-wide activities. In addition, JACO pointed out two minor matters and made 79 observations for individual Group companies. One of the targets of the Fujitsu Group Environmental Protection Program was not well recognized. Outside Japan, we were audited by Stiftelsen Det Norske Veritas (DNV). DNV identified no matters for the Fujitsu Group as a whole, but they identified 18 minor matters and 43 observations. Some of them were inadequacies with respect to specific laws and regulations and inadequacies with respect to internal auditing. We have completed remedying these matters as of the end of FY 2010. We shared the findings throughout the Group and are confirming the status of these matters in the FY 2011 internal audit.

We started discussions with audit organizations in September 2008 about the introduction of performance evaluation (ISO 14031) in our internal audit to improve the quality of our environmental activities. During FY 2010, we established evaluation methods and will implement them, mainly in factories, starting in FY 2011.

#### Status of Environmental Compliance

While the Fujitsu Group committed no major violations of environmental laws and caused no accidents that had any major impact on the environment in FY 2010, there were 15 events in which laws were violated and our own standards were not met and delays in appointing a person to be in charge. Most of these were inadequacies in operating management procedure or documentation, such as (1) water quality standard values being exceeded (temporary BOD\* excess in factory effluents), (2) insufficient verification of items associated with solid waste processing, or (3) delays in setting an assignee (delays in reporting an assignment).

At the same time as strengthening our reeducation efforts across the whole Group, in moving forward to prevent reoccurrences, we will aim at thorough reporting in constructing new waste processing systems at office sites.

\* **BOD:** Biochemical oxygen demand.

## Internal Education and Enlightenment Activities

### Our Environmental Education System

To ensure that our environmental activities take firm root, the Fujitsu Group believes it essential to inculcate and raise the environmental awareness of each and every employee to a point where it links to actual practice. To this end, the Group has been carrying out environmental education and enlightenment training since 1995, based on the system described below.

In addition to having all of our employees undertake environmental e-learning once every three years to acquire a basic understanding of environmental issues, environmental education also forms a part of the general training given to new entrants when they join the company and to ordinary employees, middle managers and senior executives whenever they are promoted. On top of this, customized environmental training is also delivered to individual areas of the business such as sales, systems engineering (SE), design, quality assurance and production. We are implementing facilities management education and internal auditor education as professional education for employees in charge of work related to the environment.

#### Fujitsu's Environmental Education System

New entrants	Ordinary employees	Middle managers	Senior executives
Environmental e-learning (triennial)			
Environmental Leader Course (biannual)			
Function-specific training (Sales, SE, Design, Production) (triennial)			
Level-specific training (annual)	Level-specific training (annual)	Level-specific training (annual)	Level-specific training (ad-hoc)
Environment Month (lectures, seminars, workshops, etc.) (annual)			
Information provided via intranet (updated as required)			
Environmental awareness survey (annual)			

\* See page 75 for details of our efforts in human resources development overall.

### Implementing Environmental e-Learning

Once every three years, we implement an environmental e-learning program for all Fujitsu Group employees. This program is aimed at publicizing, understanding, and implementing the Fujitsu Group Environmental Protection Program and to carry out environmental protection activities that conform to ISO 14001.

In FY 2010, we implemented an environmental e-learning program whose main theme was informing people of the Fujitsu Group Environmental Protection Program (Stage VI), which started in FY 2010, and continuation of ISO 14001 certification.



Environmental e-learning screen

### Training Workshop for Environmental Leaders

We hold workshops for environmental leaders from each site to foster corporate abilities and know-how. In FY 2010, the conservation of biodiversity was the theme, and the participants brainstormed on what biodiversity conservation activities they themselves should work on.

In April 2010, we held a two-day/one-night training workshop for supervisors at Nakatosa Town in Kochi Prefecture, where the Fujitsu Group Nakatosa Kuroshio Forest is located, for those in charge of biodiversity conservation and enlightenment activities at branches and group companies. This workshop increased the participants' depth of understanding of biodiversity through river water quality surveys and other exercises.

In September 2010, we also held a supervisors workshop at Furano City in Hokkaido Prefecture. At this workshop, we carried out a forest recovery activity in Hokkaido's vast outdoors and implemented an environmental education program called Furano Nature School for participants to experience nature with all their senses and think deeply about the environment. In addition to studying at this environmental education facility, they participated in a tree-planting effort.



River water quality survey activity



Furano Nature School environmental education program

### In-House Award Scheme

#### Environmental Contribution Award and Environment Contest

To raise the environmental awareness of employees in all Fujitsu Group companies, we have operated an Environmental Contribution Awards scheme and an Environmental Contest (with a photo division and an eco-life division), open to all employees, every year since 1995. Since FY 2002, Fujitsu's president has presented the top Environmental Contribution Award at the company founding anniversary celebration held in June every year.

#### Unique Award System in the Fujitsu Solutions Business Group

In FY 2008 the Fujitsu Solutions Business Group independently established an awards scheme to help even more customers utilize our outstanding environmental solutions. Of these, the Special Environmental Award, which is given to organizations that perform outstanding activities, is awarded at the Solutions Sales Promotion Meeting, held in April each year.