

# Diversity and Inclusion

Fujitsu is engaged in a range of activities and implementing systems to create workplaces in which employees recognize each other and all employees can exhibit their full abilities and work energetically.

## Diversity: Understanding It and Working Towards It

### Embracing Diversity and Inclusion

Based on the statement “We respect diversity and support individual growth” in the Corporate Values of the Fujitsu Way, in 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:

- **Improving individual growth and job satisfaction**  
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.
- **Improving corporate competitiveness and growth**  
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 of all corporate officers, employees and 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.

From FY 2008 through FY 2010, as our first medium-term plan, Fujitsu worked to create policies that foster awareness and understanding of diversity so as to create a basis for diversity promotion. In addition to publishing the results of questionnaires and interviews with top management in internal publications, we have introduced role models and various efforts on our Diversity Promotion Office website (in both Japanese and English). We also held a variety of company events, including companywide diversity promotion forums, various networking events, and forums with individual themes, which were well attended by our employees.



Companywide diversity promotion forums

We implement diversity-related training in our training programs at various levels, including our new employee training and workplace management training for managers. Additionally, we study policies and resolve related issues 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. Furthermore, from January to April 2011, we implemented an e-learning program called “Creating a workplace that inspires all employees to work energetically” aimed at hands-on experience in the workplace related to diversity promotion for all executives, employees, and temporary staff.

In addition to past and ongoing activities, with understanding and achievement of diversity as the goal, we are working on policies aimed at resolution of individual problems that came to

light through earlier activities, setting goals, and implementing solutions in the workplace as our second medium-term plan for the period from FY 2011 through FY 2013. In particular, we are looking into workplace deployment of policies by managers representing the diversity promotion headquarters, setting target values for female employee activities and providing support, and deployment of these efforts to Group companies in Japan.

## Support for Individual Activities and Promotion of a Work/Life Balance

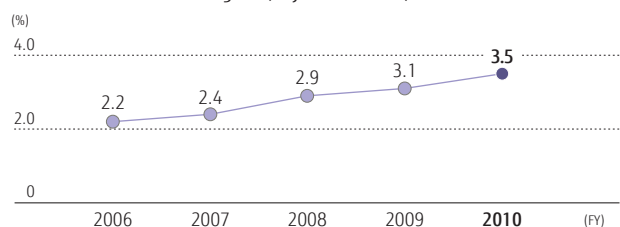
### Creating a Workplace Environment Where Female Employees Can Participate Actively

As an immediate high-priority issue, Fujitsu is setting quantitative targets to reliably create significant numbers of female managers while promoting activities to achieve these targets.

We are selecting people from the leadership level of our female employees and, in coordination with the workplace, the management level, personnel, and the Diversity Promotion Office, establishing and implementing training programs appropriate for these individuals as candidates for promotion. For other levels of employees, we also hold workshops and events to review their careers and envisage the formation of their future careers. We are also planning and implementing networking events with other companies and different businesses as opportunities to receive fresh encouragement from others. Furthermore, to help our female employees improve their self esteem and acquire job satisfaction, we are implementing forums for all our female employees and giving publicity to role models. Starting in FY 2011, as a new effort, we are setting up “diversity mentors” who will support personal and career development of our female employees from a different standpoint from that of their supervisors.

Note that we use the same recruitment standards regardless of gender with respect to promotion of managers.

Trends in Women Managers (Fujitsu Limited)



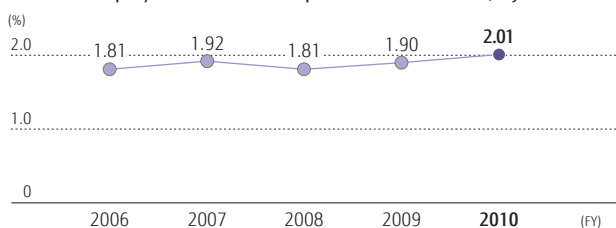
### Employment of People with Disabilities and Creating Workplaces Where They Can Play an Active Role

Fujitsu actively employs people with disabilities based on the concept of “consider carefully, but welcome unreservedly” 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

employment events held by commercial employment companies. Fujitsu also provides actual cases 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, and after the assignment we hold interviews. Thus, we implement long-term follow up from human resource development until the employee is established. In addition, Fujitsu holds forums on the creation of networks of disabled employees and the creation of workplaces where everyone can produce results regardless of any handicap they may have. Moreover, we publicize on our intranet role models and manuals for workplaces that can accept the disabled.

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



### Promoting a Work/Life Balance

#### ● Arranging support environments for compatibility between work, 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 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. Furthermore, to assist employees who are taking child care leave to return to the workplace and help them build networks, we are implementing training for employees accompanied by their children.



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)

Number of Employees Using the Care Leave Support System (FY 2010, Fujitsu Limited)

System	Total	Men	Women
Child care leave*	116	4	112
Family care leave	14	6	8
Reduced working hours (child care)	194	5	189
Reduced working hours (family care)	1	0	1
Paternity leave	527	527	—

\* The percentage of employees who return to the workplace after taking child care leave is nearly 100%, for both men and women.

Moving forward, in addition to continuing to improve workplace conditions, we will be reviewing the ways we work and proceeding in line with the plan.

\* **Action Plan:** Based on the Minister of Health, Labour 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).

#### ● Forums that aim at reforming the way we work

We are implementing a variety of forums to improve both productivity and individual satisfaction based on the many different ways people work with the theme "Reforming the Way We Work."

Although we focused on understanding differences in ideas through FY 2009, in the FY 2010 forums, we paired managers with employees and implemented training based on concrete, practical measures.

#### ● Introducing a 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 system (both the satellite office and mobile work types), Fujitsu set up a work from home system as of April 2010.

### Recruitment of Global Talent

The Fujitsu Group, including its Group companies within Japan, recognizes the progress of business globalization and promotes global recruiting.

#### ● Support for foreign employees in Japan

Fujitsu started the "Integr8" support project in 2007 to allow employees from abroad to display their true abilities. As part of our efforts to form a community that can connect foreign and Japanese employees, Fujitsu invited instructors from both within and outside of Fujitsu and we heard lectures on topics of concern to foreign employees, such as the Fujitsu Group's globalization strategies. In this and other ways, Fujitsu supports the formation of interpersonal networks and communication. In FY 2010, we held three such lectures. This community has now exceeded 300 persons, both foreign and Japanese nationals, and is leading to autonomous, proactive activities that support the workplace. 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 the creation of a system that can respond to questions and needs for counseling from our employees in English.

### Creating a Workplace Environment in which Older Workers Can Thrive

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.