

Our Approach to CSR

Responding by putting the Fujitsu Way, our corporate philosophy, into practice

Since its establishment in 1935, Fujitsu has contributed to the development of public infrastructure through innovative information and communications technologies. The ideas and spirit of successive leaders who paved the way for the Fujitsu Group's success are condensed and codified in the Fujitsu Way, which forms the core of our management practices.

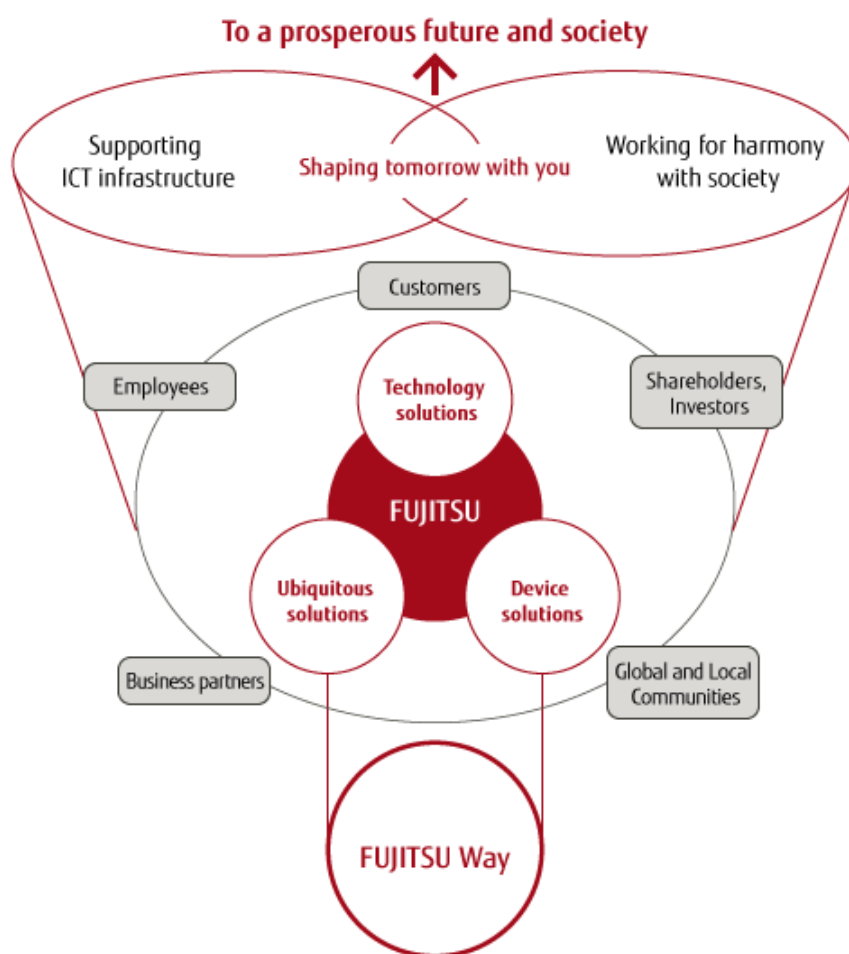
For the Fujitsu Group, Corporate Social Responsibility (CSR) means putting the Fujitsu Way into practice to address a variety of social issues and contribute to a sustainable, networked society. This requires management to focus not only on financial results, but also on operational excellence through sound corporate governance, and the integrity of the ethical, social, and environmental aspects of business.

With this in mind, the Group promotes a global management style based on the Fujitsu Way, maintaining close communications with all of its various stakeholders. We work to remain highly sensitive to social issues, and to take responsible corporate action.

*1 The Fujitsu Group's Stakeholders:

The Group sees its customers, employees, business partners, shareholders and investors, and global and local communities as its stakeholders. Government authorities, NPOs, and NGOs are particularly important stakeholders in these global and local communities.

- [FUJITSU Way](#)



Our Corporate Philosophy "FUJITSU Way"

The Fujitsu Way embodies the philosophy of the Fujitsu Group, our reason for existence, values and the principles that we follow in our daily activities.

Introduction

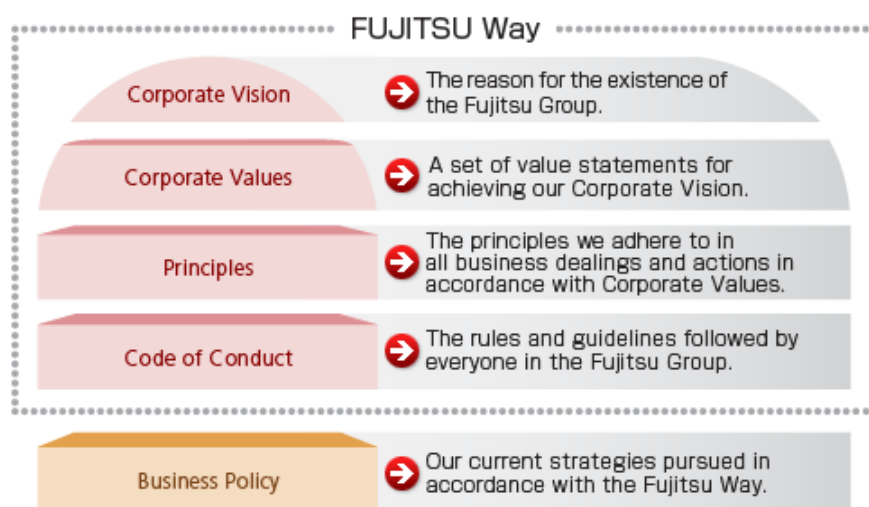
On April 1, 2008, Fujitsu announced a fully revised Fujitsu Way.

The Fujitsu Way will facilitate management innovation and promote a unified direction for the Fujitsu Group as we expand our global business activities, bringing innovative technology and solutions to every corner of the globe.

The Fujitsu Way provides a common direction for all employees of the Fujitsu Group. By adhering to its principles and values, employees enhance corporate value and their contributions to global and local societies.

The Elements of FUJITSU Way

Fujitsu Way comprises four core elements:



Corporate Vision

Through our constant pursuit of Innovation, the Fujitsu Group aims to contribute to the creation of a networked society that is rewarding and secure, bringing about a prosperous future that fulfills the dreams of people throughout the world.

[Corporate Vision >>](#)

Corporate Values

What we strive for:

Society and Environment	In all our actions, we protect the environment and contribute to society.
Profit and Growth	We strive to meet the expectations of customers, employees and shareholders.
Shareholders and Investors	We seek to continuously increase our corporate value.
Global Perspective	We think and act from a global perspective.

What we value:

Employees	We respect diversity and support individual growth.
Customers	We seek to be their valued and trusted partner.
Business Partners	We build mutually beneficial relationships.
Technology	We seek to create new value through innovation.
Quality	We enhance the reputation of our customers and the reliability of social infrastructure.

[Corporate Values](#) >>

Principles

Global Citizenship	We act as good global citizens, attuned to the needs of society and the environment.
Customer-Centric Perspective	We think from the customer's perspective and act with sincerity.
Firsthand Understanding	We act based on a firsthand understanding of the actual situation.
Spirit of Challenge	We strive to achieve our highest goals.
Speed and Agility	We act flexibly and promptly to achieve our objectives.
Teamwork	We share common objectives across organizations, work as a team and act as responsible members of the team.

[Principles](#) >>

Code of Conduct

- We respect human rights.
- We comply with all laws and regulations.
- We act with fairness in our business dealings.
- We protect and respect intellectual property.
- We maintain confidentiality.
- We do not use our position in our organization for personal gain.

[Code of Conduct](#) >>

Business Policy

- We use Field Innovation to find new approaches and the inspiration to improve ourselves, while delivering added value to our customers.
- We provide global environmental solutions in all our business areas.
- Fujitsu Group companies work together to accelerate our global business expansion.

[Business Policy](#) >>

Activities to Disseminate the Fujitsu Way

Promoting Group-wide dissemination

In the Fujitsu Group, all Group companies around the world adopt the Fujitsu Way and reflect it in their activities, creating a unified direction for the enhancement of corporate governance.

Business unit directors and company presidents each select one Fujitsu Way leader, who then work with top management to further disseminate the Fujitsu Way in ways appropriate to their organizations.

Working with Fujitsu Way leaders

To ensure deeper dissemination of the Fujitsu Way within the Fujitsu Group, Fujitsu Way leaders gather to share information on rolling out dissemination activities at each organization.

Fujitsu Way Conference

In November 2012, Fujitsu Way leaders in Japan gathered for the Fujitsu Way Conference. At the conference, the vice president of Fujitsu expressed the expectations that management had to all employees at the time the Fujitsu Way was established. In looking back at the factors for success in projects and business activities, leaders expressed the importance of setting an example of executing the Fujitsu Way for other employees. Streaming video of the conference was made available to all employees.



Masami Fujita
Corporate SEVP & Representative Director

Fujitsu Way Leader Training Program

The training program primarily for newly appointed Fujitsu Way leaders was also held for FY2012. The program included time for participants to get a feel for the starting point for the Fujitsu Way embodied in historic Fujitsu products on display at the Fujitsu DNA exhibition hall, an employee training center at the Numazu Plant. The event provided an opportunity to share information on best practices for disseminating the Fujitsu Way in the Fujitsu Group and to discuss good examples displayed by the leaders. As a result, participants expressed strengthened pride in the Fujitsu Group and commitment to disseminate the Fujitsu Way further.

Implementation of e-Learning

An e-Learning program designed to promote understanding of Fujitsu Way basics has been provided for Fujitsu Group employees worldwide. About 90% of Group employees have completed the course.

The nearly 100,000 Group employees who were trained in the first half of FY 2009 in Japan studied the words of senior management over the years and reconfirmed the origins of the Fujitsu Way. Outside of Japan, we began offering the e-Learning program in 16 languages from FY 2011. To date, some 50,000 employees overseas have taken part in the program. (A cumulative total of around 60,000 hours was spent on employee training worldwide as of March 31, 2013.)

Providing more Fujitsu Way tools

Wallet-sized cards and booklets explaining the Fujitsu Way are distributed to Group employees around the world, with posters also posted at workplaces. In FY2012, booklets are made available in 18 languages. In addition, a video of president Yamamoto explaining the underlying meaning of the Fujitsu Way is on the corporate intranet. The video includes a message about Fujitsu's contribution to society through its business activities.

Division Activities to Disseminate the Fujitsu Way

Fujitsu Way leaders, in cooperation with managers, spearhead efforts to advance activities for disseminating the Fujitsu Way among employees. In conducting activities, leaders and managers seek ways to clarify connections between each division's own policies and objectives and the Fujitsu Way.

Dissemination Activity Examples

FUJITSU UNIVERSITY, Ltd.

In FY 2012, we set forth the following three areas of focus for dissemination activities at Fujitsu University (FJU). The activities were carried out in small groups.

- (1) Recognize the Fujitsu Way's connection to the FJU medium-term plan, strategic objectives for each group, and the mission of every employee
- (2) Link daily business activities with execution of the Fujitsu Way
- (3) Promote understanding of the Fujitsu Way among other group activities at FJU

Inviting all employees, including executives, to participate in a kick-off session in July, cross-organizational follow up meeting in September, and panel exhibition showcasing activity achievements in February, we have achieved the following:

- Through these activities, employees reconfirmed the Fujitsu Way's connection to their own department's policies, and their own daily work, and enhanced their awareness of the Fujitsu Way.
- Each employee had time to carefully think about his or her own tasks, and was able to clearly reconfirm the individual actions they should be taking.
- At the cross-organizational follow up meeting, representatives from each small group explained the value and content of their activities. Through this dialogue, all employees gained a better understanding of one another while also fostering a better sense of project ownership and unity as a company and re-energizing their commitment to Fujitsu Way activities.

Comments from Fujitsu Way Administrators

The employee training and development of teaching materials since FY 2009 has encouraged employees to naturally reflect the spirit of principles such as "Customer-Centric Perspective," "Firsthand Understanding," and "Teamwork" in their actions. We recognize these activities are helping to improve customer satisfaction in the Group.



Cross-organizational follow up meeting



Reporting of Fujitsu Way activity achievements

CSR Policy

CSR at Fujitsu is practiced by implementing the Fujitsu Way. In all its business activities, by implementing the Fujitsu Way in light of the expectations and needs of multiple stakeholders, the Fujitsu Group contributes to the sustainable development of society and the planet. Our CSR initiatives focus on the five challenges below. In addressing these challenges, we demonstrate a commitment to responsible business operations as a global ICT company.

To Advance CSR Activities as an Integral Part of Business

In December 2010, the Fujitsu Group established a corporate social responsibility (CSR) policy and determined five priority issues around which it will focus its CSR practices.

Based on this CSR policy, the Group will focus on five priorities in a more forceful response to the multiple needs and expectations of stakeholders so as to contribute to the sustainable development of society and the planet, discharging its responsibilities as a truly global ICT company. In addressing the priority issues, Fujitsu will set short- and medium-term objectives and follow the PDCA cycle in making actual progress. This progress will be disclosed within and outside the company and shared while CSR activities are being made an integral part of management.

In setting priorities, the CSR Promotion Committee, which has representatives from all concerned departments of the Company, formed a basic strategy working group that considered the Global Reporting Initiative guidelines and other internationally recognized CSR norms, identified global social problems, and held repeated discussions to decide those which Fujitsu should address as priorities. Two dialogue sessions were also held with stakeholders, in which they were represented by outside experts, deepening our understanding of their needs and expectations.



Masami Fujita
Corporate SEVP & Representative Director

Five Priority Issues

Fujitsu will focus on the following five priority issues in implementing its CSR practices. By pursuing these issues, Fujitsu will promote responsible management as a global ICT company.

The five priority issues that the Fujitsu Group will focus on fall into three categories.

Addressing Society's Challenges through Corporate Activities

The Fujitsu Group will contribute to the sustainable development of society and the planet by addressing a variety of society's challenges through its corporate activities.

- **Priority 1: Providing Opportunities and Security Through ICT**

Fujitsu will contribute to the creation of a society where ICT connects and supports the world's 7 billion people, providing them with security and opportunities to pursue their dreams.

- **Priority 2: Protecting the Global Environment**

Fujitsu will contribute to the resolution of global environmental challenges through ICT, while at the same time reducing the Fujitsu Group's own environmental footprint.

Strengthening the Foundation of CSR Activities

To contribute to the sustainable development of society, Fujitsu will strengthen the foundation of its CSR activities to foster an environment in which employees develop a global perspective and actively participate in the Company's CSR activities.

- **Priority 3: Embracing Diversity and Inclusion**

Fujitsu will promote diversity in its human resources, irrespective of nationality, gender, age, disability, or values to enable individuals to grow with the company.

- **Priority 4: Developing Human Resources for Their Contribution to Society and the Planet**

Fujitsu will lead the way in cultivating employees who, from a global perspective, are pioneers in contributing to the advancement of society.

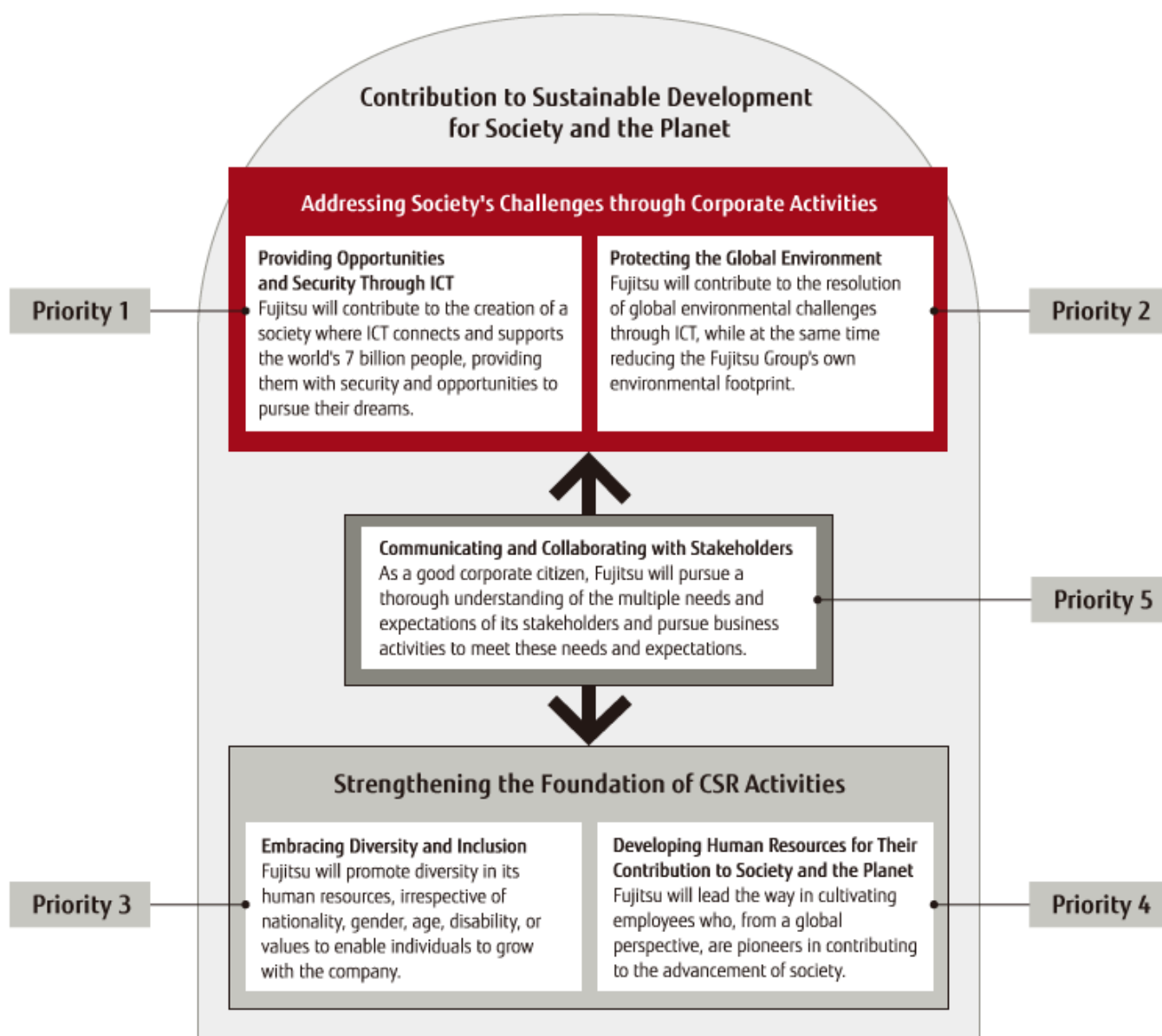
Communicating and Collaborating with Stakeholders

In order to promote the initiatives outlined above from multiple perspectives, Fujitsu will build relationships with a broad base of stakeholders, going beyond the boundaries of the Company's existing business.

- **Priority 5: Communicating and Collaborating with Stakeholders**

As a good corporate citizen, Fujitsu will pursue a thorough understanding of the multiple needs and expectations of its stakeholders and pursue business activities to meet these needs and expectations.

Specific initiatives:



Organization Promoting CSR

Company-wide Committees

Three committees have been set up and charged with promoting the uptake and firm establishment of the Fujitsu Way as the cornerstone of the Fujitsu Group's CSR activities. Reporting directly to the Management Council, they are the Fujitsu Way Promotion Council, Risk Management & Compliance Committee, and the Environmental Management Committee.



CSR Promotion Committee

The CSR Promotion Committee discusses matters such as establishing key performance indicators (KPIs) regarding CSR, distribution of information, examples of social contribution activities, and how to manage sustainable social business.

To promote CSR management across the entire Fujitsu Group, the CSR Promotion Committee, under the chairmanship of the vice president and representative director (for corporate affairs) and with administrative support from the CSR Promotion Department, began in FY 2012 to hold regular reviews of CSR activities at Board of Directors' and Management Council meetings.



March 2013 meeting of the CSR Promotion Committee

Dissemination of the CSR Policy

As a means to disseminate our CSR Policy throughout the company, we set up a CSR portal site on our intranet in FY 2012. The site has allowed for the sharing of information about CSR workgroups and forums, and provides a guide to basic CSR terminology and an e-Learning course that teaches all Fujitsu employees about CSR-related Fujitsu initiatives and basic CSR terminology.

We also held briefings to discuss Sustainability Report, along with seminars with CSR experts, for some 6500 people throughout the Group, which included Fujitsu employees and directors, as well as executives at Group companies and other business sites in Japan. These opportunities enabled the sharing of Fujitsu initiatives and corporate ideals and received high praise on questionnaires.



Fujitsu Group Sustainability Report 2012 briefing / seminar

Furthermore, we continue to bring a social perspective to evaluation of quality improvement initiatives.

United Nations Global Compact

Fujitsu announced its support of the United Nations Global Compact in December 2009. The Fujitsu Group is committed to global CSR activities that uphold the 10 principles of the Global Compact. Through this commitment, we will meet the demands of various stakeholders in international society, and uphold responsible management as a true global ICT company contributing to the creation of a sustainable society.



What is the Global Compact?

The UN Global Compact consists of 10 principles in the four areas of human rights, labor standards, the environment, and anti-corruption with which companies should rigorously comply.

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labor

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labor;
- Principle 5: the effective abolition of child labor; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

As of July 31, 2012





Please refer to [the GRI Guideline Comparison Table](#) which shows the relationship between the United Nations Global Compact and CSR activities we conducted in FY 2012, contained in the Fujitsu Group Sustainability Report 2013 (Detailed Version).

We have been reporting our COP (Communication on Progress) at the Advanced Level since FY 2012.

Socially Responsible Investment (SRI)

Fujitsu has been incorporated into the SRI stock indexes and SRI funds listed below.

Status of Inclusion in SRI-related Stock Indexes

Name of Index	Rating Company
Dow Jones Sustainability Indexes (World, Asia Pacific) 	Dow Jones Indexes (U.S.), SAM Group (Switzerland)
FTSE4Good Index Series 	FTSE International, Ltd. (UK)
oekom research 	oekom research AG(Germany)
Morningstar Socially Responsible Investment Index 	Morningstar Japan K.K.

Status of Inclusion in Major SRI Funds (Japan)

Name of Fund	Operating Company
Sompo Japan Green Open (Buna no Mori)	Sompo Japan Nipponkoa Asset Management Co., Ltd. (As of April 2013)
Mitsubishi UFJ SRI fund (Family Friendly)	Mitsubishi UFJ Asset Management Co., Ltd. (As of February 2013)
Nikko Eco Fund	Nikko Asset Management Co., Ltd. (As of May 2013)
Daiwa SRI Fund	Daiwa Asset Management Co., Ltd. (As of February 2013)
Sompo Japan SRI Open (Mirai no Chikara)	Sompo Japan Nipponkoa Asset Management Co., Ltd. (As of March 2013)

5 Priorities of Fujitsu Group's CSR and CSR Activity Targets and Achievements

Basic Policy	Category	FY 2012 Targets
CSR Basic Management	Promoting CSR Activities Across the Group	<ul style="list-style-type: none"> Explore measures for completing remaining items and ranking their priority. Expand items covered by the checklist for Group companies, including those overseas.
	Implementing the PDCA Cycle Based on Our Vision	<ul style="list-style-type: none"> Establish medium-term CSR targets and single fiscal year targets for PDCA processes. Announce detailed plans for issues we should tackle heading toward 2020. Begin work on strengthening processes and setting specific goals when formulating organizational targets.
	CSR Penetration and Execution	<ul style="list-style-type: none"> Renovate tools for infusing the CSR Policy throughout the organization, including Internet-based frameworks, in-house publications, and events. Enhance systems encouraging employees to voluntarily take part in linking the CSR Policy to their work. <ul style="list-style-type: none"> Expand the CSR Promotion Task Force's scope to more departments. Enhance employee education through questionnaires, e-Learning, round-table discussions for employees, and the like. Introduce an award program.
Priority 1 Providing Opportunities and Security Through ICT	Providing New Values Through ICT	<ul style="list-style-type: none"> Expand programs utilizing sophisticated computing to address social issues. Generate multiple examples of viable businesses in the form of ICT-enabled solutions for social issues in areas like medicine, education, and food. Examine introducing an evaluation system for projects designed to solve social issues.
	Increasing ICT Accessibility	<ul style="list-style-type: none"> Incorporate diverse stakeholders' opinions and conduct field tests to further the development of products that deliver great ICT experiences to more people. Conduct surveys to ascertain the issues and identify areas where ICT should make a difference (e.g., estimate benefits, establish processes), with a view to creating more solution businesses in developing countries.
	Reliability and Security through ICT	<ul style="list-style-type: none"> Continue and strengthen FY 2011 initiatives. Strengthen responsiveness to government policies for enhancing IT security. Promote the advancement of a global communications platform.
Priority 2 Protecting the Global Environment	Benefitting Customers and Society	<ul style="list-style-type: none"> Provide green ICT that will reduce cumulative CO₂ emissions worldwide by 15 million tons for the FY 2009-12 period. Achieve a 3% reduction in level of impact (in main business areas) compared to FY 2009 as evaluated by BD integration index-numerical indicators developed to measure impact of operations on biodiversity, as part of a system to expand the contribution of ICT to reducing that impact.
	Pursuing Internal Reforms	<ul style="list-style-type: none"> Reduce total greenhouse gas emissions globally to 6% below FY 1990 levels by end of FY 2012 (CO₂: 5% reduction; other greenhouse gases: 20% reduction). Reduced CO₂ emissions from domestic transport to 15% below FY 2008 levels by the end of FY 2012. Increased renewable energy usage ratio to 10 times FY 2007 levels by the end of FY 2012.
Priority 3 Embracing Diversity and Inclusion	Corporate Culture Reform	<ul style="list-style-type: none"> Further advance human rights training and enlightenment and their diffusion throughout domestic Group companies. Enhance individual support and other steps to further develop the diversity promotion measures. Work to increase the rate of positive responses to working environment-related items on the diversity awareness survey by looking closely at the issues.
	Helping Individuals Flourish	<ul style="list-style-type: none"> Expand positive action (e.g., utilization of diversity mentors for female employees). More effectively augment networking events. Work to increase the rate of positive responses to individual awareness-related items on the diversity awareness survey by looking closely at the issues.
	Promoting a Work-Life Balance	<ul style="list-style-type: none"> Work to increase the rate of positive responses to work-life balance-related items on the diversity awareness survey by looking closely at the issues.
Priority 4 Developing Human Resources for Their Contribution to Society and the Planet	Working to Develop Employees Who Can Support a Truly Global ICT Company	<ul style="list-style-type: none"> Foster global business leaders. <ul style="list-style-type: none"> Promote diversity among the next generation of business leaders by strengthening ties with overseas business bases. Enhance the quality and scope of business leaders through continued training. Strengthen the baseline. <ul style="list-style-type: none"> Reinforce baseline training to ensure that every employee understands and acts in accordance with our corporate philosophy. Increase training opportunities for generating business from social and market changes.
Priority 5 Communicating and Collaborating with Stakeholders	Stakeholder Communications	<ul style="list-style-type: none"> Reflect the opinions of a wide range of stakeholders regarding our CSR initiatives and sustainability report in our actual corporate activities. Engage in periodic dialogue with residents to promote development in neighboring communities.
	Collaboration with Stakeholders	<ul style="list-style-type: none"> Build relationships with NGOs, NPOs, international organizations, and other diverse stakeholders, and resolve social issues through our business operations. Create forums conducive to innovation creation through dialogue with diverse stakeholders.
	Harmony with Society	<ul style="list-style-type: none"> Examine introducing an evaluation system for programs promoting co-existence with society. Enhance social contribution programs capitalizing on the Fujitsu Group's expertise.

FY 2012 Performance

	<ul style="list-style-type: none"> • Leveraged ISO 26000 to survey the status of CSR activities at 117 Group companies, including overseas. • Ranked priorities and identified issues to address based on importance/risk analysis of results of above. 	★★★
	<ul style="list-style-type: none"> • Performed reviews and approvals of CSR goals and key activities, with a Corporate Senior Executive Vice President as chair of the CSR Promotion Committee. • Through unified messages (reports, exhibits, etc.), announced Fujitsu's intent to enact societal change by 2020 through The Power of ICT. • Established guidelines for setting goals for divisions, based on CSR priority issues and Fujitsu's top vision. 	★★★
	<ul style="list-style-type: none"> • Began disseminating information through a CSR information portal site for all Group employees. • Implemented the following to promulgate the CSR Policy among all employees. <ul style="list-style-type: none"> – e-Learning concerning CSR activities. – Questionnaire for all employees concerning CSR priority issues (2,442 responses). – CSR briefing for about 500 Fujitsu and Group company executives. – Ongoing evaluation of quality improvement activities based on social perspectives. 	★★★
	<ul style="list-style-type: none"> • In Japan and overseas, promoted our Smart City business (to address air pollution, energy management, and transportation) that leverages the power of supercomputers. • Established 7 key innovation sectors for the expansion of businesses that resolve social issues. • Set "Build a better society" and "Empower people" as "New Role of ICT" in the Fujitsu Technology and Service Vision. 	★★★
	<ul style="list-style-type: none"> • Implemented the following as universal design initiatives. <ul style="list-style-type: none"> – Received multiple international universal design awards for our smartphones for seniors. Rolled out these products to the European market. – Expanded the scope of accessibility JIS standards to our entire public website. • Created prototypes for resolving issues in emerging countries (India, Laos, Myanmar, etc.). 	★★
	<ul style="list-style-type: none"> • Conducted e-Learning on security for all Fujitsu executives and employees, with nearly 100% attendance. • Supported activities by the World Economic Forum (WEF) to strengthen cyber security. • Continued to gradually adopt standardized communication platforms in domestic and overseas Fujitsu Group companies. Completed implementation for Fujitsu Limited and 75 domestic Group companies, covering about 68,000 employees (as of May 28, 2013). 	★★★
	<ul style="list-style-type: none"> • Through the provision of green ICT, contributed to reduction of cumulative CO₂ emissions from customers and society by 15.61 million tons for the FY 2009-12 period. • Achieved a 9.6% reduction in level of impact (in main business areas) compared to FY 2009 as evaluated by BD integration index-numerical indicators developed to measure impact of operations on biodiversity, as part of a system to expand the contribution of ICT to reducing that impact. 	★★★
	<ul style="list-style-type: none"> • Reduced total greenhouse gas emissions globally to 24.4% below FY 1990 levels by the end of FY 2012. • Reduced CO₂ emissions from domestic transport to 32% below FY 2008 levels by the end of FY 2012. • Increased renewable energy usage ratio to 11.9 times FY 2007 levels by the end of FY 2012. 	★★★
	<ul style="list-style-type: none"> • Conducted ongoing human rights training and enlightenment for plants, subsidiaries, workplaces, and domestic Group companies. • Began establishment of human rights management structure (human rights due diligence) based on the United Nations Guiding Principles on Business and Human Rights. • Implemented the following as workplace diversity promotion activities. <ul style="list-style-type: none"> – Conducted interviews with 30 Heads of Units (including executives) to assess the status of workplaces. – Rolled out e-Learning in domestic Group companies. • Achieved a 78.2% positive response (a 0.2-point increase over the previous year) to item "Feel pride in working at Fujitsu Group" in employee satisfaction survey. 	★★★
	<ul style="list-style-type: none"> • Implemented positive action at Fujitsu. <ul style="list-style-type: none"> – Implemented development program for women leaders (46 attendees). • Held attribute-specific events (including at domestic Group companies) to promote networking by employees who are involved in child care or nursing care, employees who are foreigners, employees with disabilities, etc. • Ratio of female executives at Fujitsu: 4.0%; Ratio of employees with disabilities: 2.00%. 	★★★
	<ul style="list-style-type: none"> • Performance in usage of work systems at Fujitsu: <ul style="list-style-type: none"> – Employees taking child care leave: 186; Employees taking leave for wife's childbirth: 510. • Conducted survey related to nursing care and, based on the results, held forum (also targeting domestic Group companies) concerning improvement of work styles for balancing jobs with nursing care. • Prepared an ICT-based telecommuting environment to achieve more diverse work styles. 	★★★
	<ul style="list-style-type: none"> • Fostered global business leaders. <ul style="list-style-type: none"> – Promoted diversity by increasing the number of attendees from overseas Group companies in the next-generation business leader training program (92 attendees). – Leadership development program targeting overseas sites (59 participants). – Global competency nurturing program targeting young employees in Japan (103 attendees). • Strengthened baseline education. <ul style="list-style-type: none"> – Reviewed baseline education system from the respective standpoints of executives and regular employees. 	★★★
	<ul style="list-style-type: none"> • Implemented the following as part of stakeholder communication. <ul style="list-style-type: none"> – Conducted questionnaire on our Sustainability Report and analyzed comments (142 comments) from consumers, shareholders, etc. – Engaged in periodic dialogue with residents in regions with major business sites (75 times). • Gave lectures on corporate social responsibility in cooperation with neighboring communities, to widely introduce and publicize our initiatives to communities. 	★★★
	<ul style="list-style-type: none"> • Provided cloud-enabled environment and life form surveying tools, free of charge, to a total of 10 NGOs and NPOs (out of 41 requests received). • Held 11 sessions of dialogues with experts on topics of diversity, human resource utilization, human rights, BOP, universal design, and the environment. 	★★★
	<ul style="list-style-type: none"> • Implemented the following as part of social contribution programs. <ul style="list-style-type: none"> – Launched a program to provide support systems for NPOs, supporting their work efficiency. – Achieved a total of about 2,000 internal database records of social contribution activities linked to local communities. – Dispatched a total of about 300 volunteers to regions affected by the Great East Japan Earthquake. 	★★

Level of achievement ★★★: Achieved plan targets ★★: Not all plan targets were achieved and some issues remain to be addressed ★: Plan targets have not been achieved

FY 2013 Targets

Medium-Term Targets (FY 2020)

<ul style="list-style-type: none">• Create improvement process suggestions for issues identified in FY 2012, and extend these across Group companies.	<ul style="list-style-type: none">• We have CSR management processes in place across the Group and implement CSR initiatives in line with global standards, including those for value chains.
<ul style="list-style-type: none">• In Fujitsu's business vision, reflect those areas in which Fujitsu will address resolution of social issues through its business.• Implement measures to promote the use of guidelines mentioned at the left.	<ul style="list-style-type: none">• We work continuously to bring our CSR efforts to the next level by setting shared short and medium-term targets for the entire Group and utilizing the PDCA (plan, do, check, act) cycle.
<ul style="list-style-type: none">• Start disseminating information within and outside the company using SNS.• Hold study sessions and workshops aimed at global penetration of CSR standards.• Reflect opinions from internal questionnaires in CSR activities.	<ul style="list-style-type: none">• Fujitsu Group employees take it upon themselves to promote CSR with a comprehensive view to economic, environmental, and social dimensions.
<ul style="list-style-type: none">• Continue and strengthen the initiatives at the left.• Create multiple examples of solutions related to core areas like medicine, education, and food.	<ul style="list-style-type: none">• We are using global cutting-edge computing to generate simulations of the future, and employing them to help solve an array of tough problems like climate change, resource shortages, and disaster damage. In addition, we are globally deploying ICT-enabled solutions for various issues affecting cities, food, medicine, education, and more.
<ul style="list-style-type: none">• Continue and strengthen the initiatives at the left.• Strengthen initiatives to commercialize solution businesses in emerging countries.	<ul style="list-style-type: none">• So that as many people as possible in the world can leverage ICT to pursue their potential, we are opening doors to cyber society, providing devices and interfaces that are easy to use for all, and offering systems supporting ICT deployment to developing countries.
<ul style="list-style-type: none">• Continue and strengthen the initiatives at the left.• Expand solutions to secure total security and privacy.	<ul style="list-style-type: none">• We deliver reliability and security through the stable operation of ICT systems, the infrastructure underpinning economic and social activity. Further, we provide ICT solutions to realize highly secure environments where personal and proprietary information is protected.
<ul style="list-style-type: none">• Through the provision of ICT, reduce cumulative greenhouse gas emissions from customers and society by 26 million tons through FY 2015.• Through FY 2015, provide funding, technology, and human resource support for activities addressing the resolution of social and environmental issues such as biodiversity.	<ul style="list-style-type: none">• By providing technologies and solutions, we are moving closer to our target of reducing CO₂ emissions by 30 million tons a year in Japan by 2020, and helping to cut greenhouse gas emissions worldwide.• We are advancing and taking concrete measures regarding all of the items outlined in the "Business and Biodiversity Initiative" leadership declaration.
<ul style="list-style-type: none">• Reduce greenhouse gas emissions from workplaces to 20% below FY 1990 levels by the end of FY 2015.• Reduce CO₂ emissions from transport per unit of sales by 4% or more compared to FY 2011 levels.• Expand renewable energy purchase from external sources and generation capacity.	<ul style="list-style-type: none">• The Fujitsu Group boasts world-leading overall energy efficiency in each of its business fields, including software services, hardware products, and electronic devices.
<ul style="list-style-type: none">• Further promote training and enlightenment for Fujitsu and domestic Group companies, led by the Human Rights Enlightenment Committee.• Advance the process of establishing a human rights management structure (human rights due diligence).• Implement new measures in workplaces to address issues uncovered in the Head-of-Unit interviews.• Strengthen initiatives to address factors that were strongly related to improvement of employee satisfaction in the FY 2012 survey.	<ul style="list-style-type: none">• We offer a good working environment for everyone, thanks in part to measures to further human rights promotion and diversity.• Our corporate culture fosters ongoing creation of new knowledge and technologies inside and outside the organization through open and free discussion from a wealth of perspectives.
<ul style="list-style-type: none">• Expand positive action for women at Fujitsu (enhance training and diversity mentor program; consider support for active work by young women employees).• More effectively implement networking events for all attribute groups.	<ul style="list-style-type: none">• Fujitsu is creating workplaces in which employees recognize each other, and can exhibit the full added value they possess to contribute to the organization.
<ul style="list-style-type: none">• Consider measures based on results related to work-life balance that were uncovered in the survey of diversity awareness.• Promote telecommuting using ICT to help achieve more diverse work styles.	<ul style="list-style-type: none">• We are helping every employee to achieve a work-life balance and maintain a mutually beneficial relationship with society.
<ul style="list-style-type: none">• Continually perform "program development for selected employees based on human resource strategy" and "global competency development program for young employees in Japan" to nurture global business leaders.• Roll out baseline education that is systemized according to job function and role.	<ul style="list-style-type: none">• We are contributing to the advancement of society by fostering business leaders that can balance the pursuit of business strategies with the creation of social value.• Every employee grasps and acts in accordance with our corporate philosophy to create new value for society.
<ul style="list-style-type: none">• Conduct CSR activities based on analysis of comments from the questionnaire.• Continue dialogue with local residents and companies to promote development in neighboring communities.	<ul style="list-style-type: none">• We have forged relationships built on trust with diverse stakeholders by maintaining mutual lines of communication.
<ul style="list-style-type: none">• Through our business operations, expand social issue resolution and relationship building with NGOs, NPOs, international organizations, and other diverse stakeholders.• Promote sustainable co-existence with society by reflecting the opinions of diverse stakeholders in our corporate activities.	<ul style="list-style-type: none">• Fujitsu Group employees practice optimal collaboration with stakeholders in delivering value which meets society's needs.
<ul style="list-style-type: none">• Promote social contribution activities using our internal award program.• Implement the following as part of social contribution programs.<ul style="list-style-type: none">– Establish a next-generation human resource training program that leverages the strengths of the Fujitsu Group.– Improve and promote local social contribution activities that leverage our internal database.– Expand and improve systems for the further promotion of volunteer activities.	<ul style="list-style-type: none">• Most employees take part in social contribution activities that leverage their strengths.

CSR Activities Utilizing ISO 26000

Strengthening Global CSR Management

The Fujitsu Group signed the United Nations Global Compact in December, 2009 and has since taken steps to pursue CSR management in line with global standards. We also submitted our COP (Communication on Progress) at the Advanced level in 2012. In FY 2013, we verified the status of the Fujitsu Group's CSR activities which were covered in the last survey, and launched initiatives for improvement.

ISO 26000 Project organization chart (Project office: CSR Department)

ISO 26000 (The seven core subjects)	Department(s) in charge
Organizational Governance	FUJITSU Way Unit, Risk Management & Compliance Unit, Global Business Management Unit
Human rights	Human Resources Management & Employee Relations Div.
Labor practices	Employee Relations Dept.
The Environment	Corporate Environmental Strategy Unit
Fair Operating Practices	Risk Management & Compliance Unit, Purchasing Unit, Intellectual Property Unit, Global Business Management Unit
Consumer Issues	Quality Assurance Unit
Community Involvement and Development	Corporate Affairs Div, CSR Department.

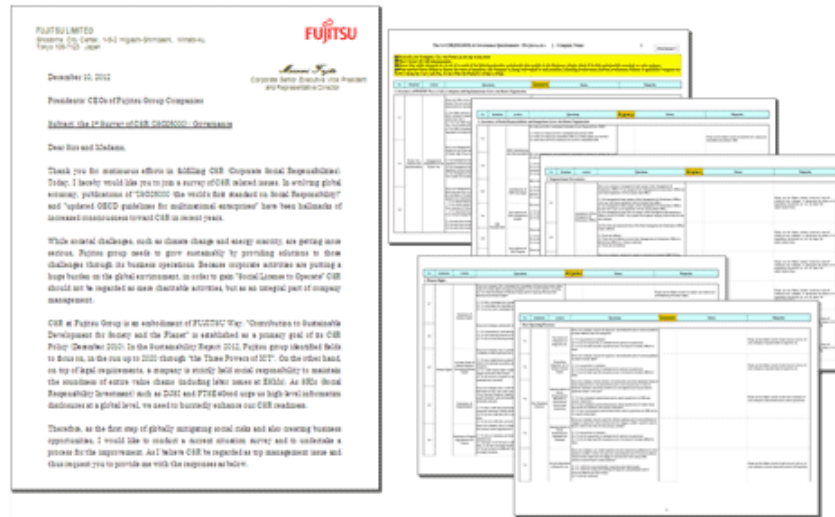
1. The Survey for 117 Fujitsu Group Companies

In FY 2012, we conducted a survey of 117 Fujitsu Group companies (80 domestic and 37 overseas; 104 subsidiaries) and reviewed the results at the CSR Promotion Committee.

The survey was composed of items related to the seven core subjects of the ISO 26000 standard, international standards for social responsibility, and items specified in the Governance Checklist used for internal control at the Fujitsu Group.

This survey was sent out to each company in December 2012 by Mr. Masami Fujita, Corporate SEVP & Representative Director as the general director for the project.

Fujitsu Group CSR (ISO26000) / governance questionnaire



2. Survey Results Feedback

Analyzing responses from the Group companies, we have verified the status of activities at each as of FY 2012 and provided feedback to individual companies.

The results show that the issues need to be addressed especially in the area of "Fair Operating Practices," "Consumer Issues," and "Community Involvement & Development."

We had briefing sessions to present these results and provide guidance on ISO 26000 to 50 group companies in Japan (80 participants) and shared the same information with overseas group companies by using a web-based conference system.

3. Future Plan

For improvement and enhancement based on the survey results, we have formed a special team with our Field Innovators and we have identified the issues, using techniques such as "Visualization" and "Logical Analysis," discussed initiatives for improvements. As a first step, we have made decisions about the relevance, importance, and priority of initiatives based on ISO 26000 concepts and selected preferential target areas.

In addition, we have discussed details on significant issues that need to be addressed quickly, such as "Human Rights", "Labor Practices" and "Fair Operating Practices," through analysis of importance and risks for the Fujitsu Group.

With the commitment of top management, the Fujitsu Group will strengthen the Group governance in collaboration with related departments, as well as develop CSR activities, which are being made an integral part of management from a global perspective.



ISO26000 briefing session at Kawasaki Research & Manufacturing Facilities

Fig.1: Process for determining priorities based on the survey results of ISO 26000

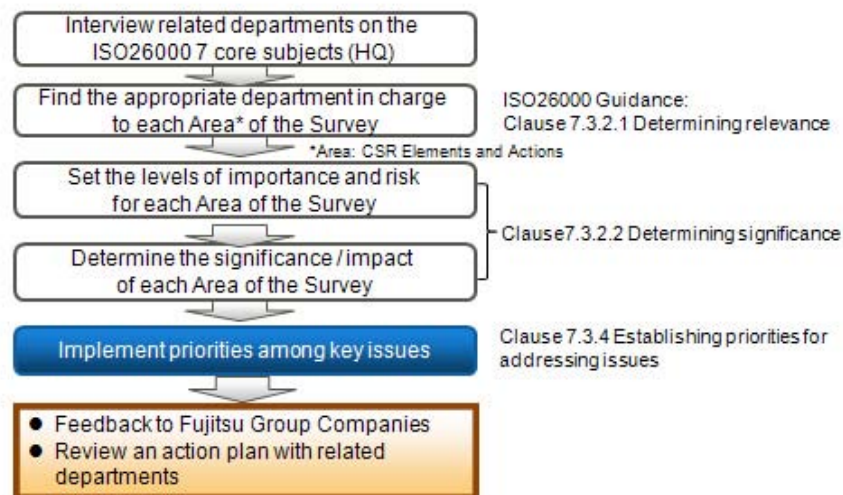
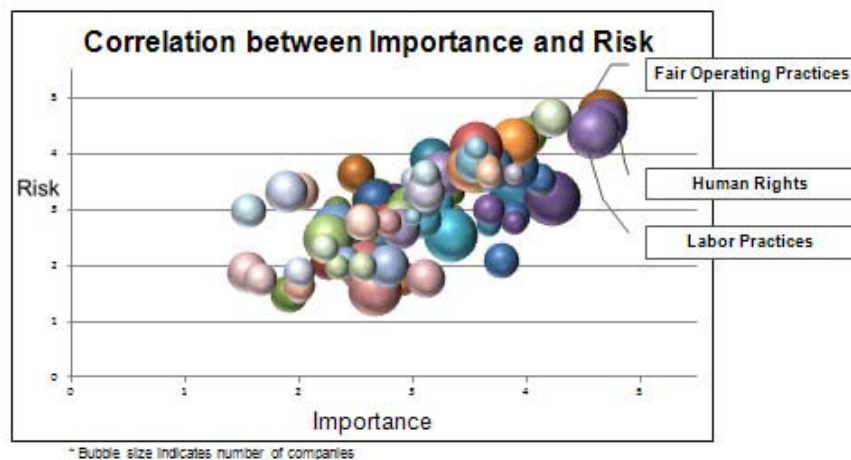


Fig.2: Overview of Correlation between Importance and Risk



Stakeholder's Message

Take CSR Activities to a Higher Level Globally

Utilizing the ISO 26000 framework, we provided support for creation of the CSR (ISO26000) / governance questionnaire and analysis of survey results at Fujitsu Group companies.

Survey results for 117 Group companies clarified issues for the Fujitsu Group. We think Fujitsu needs to prioritize the issues it addresses and steadily upgrade its CSR management globally, while communicating appropriately with its Group companies.



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