

# Chapter II

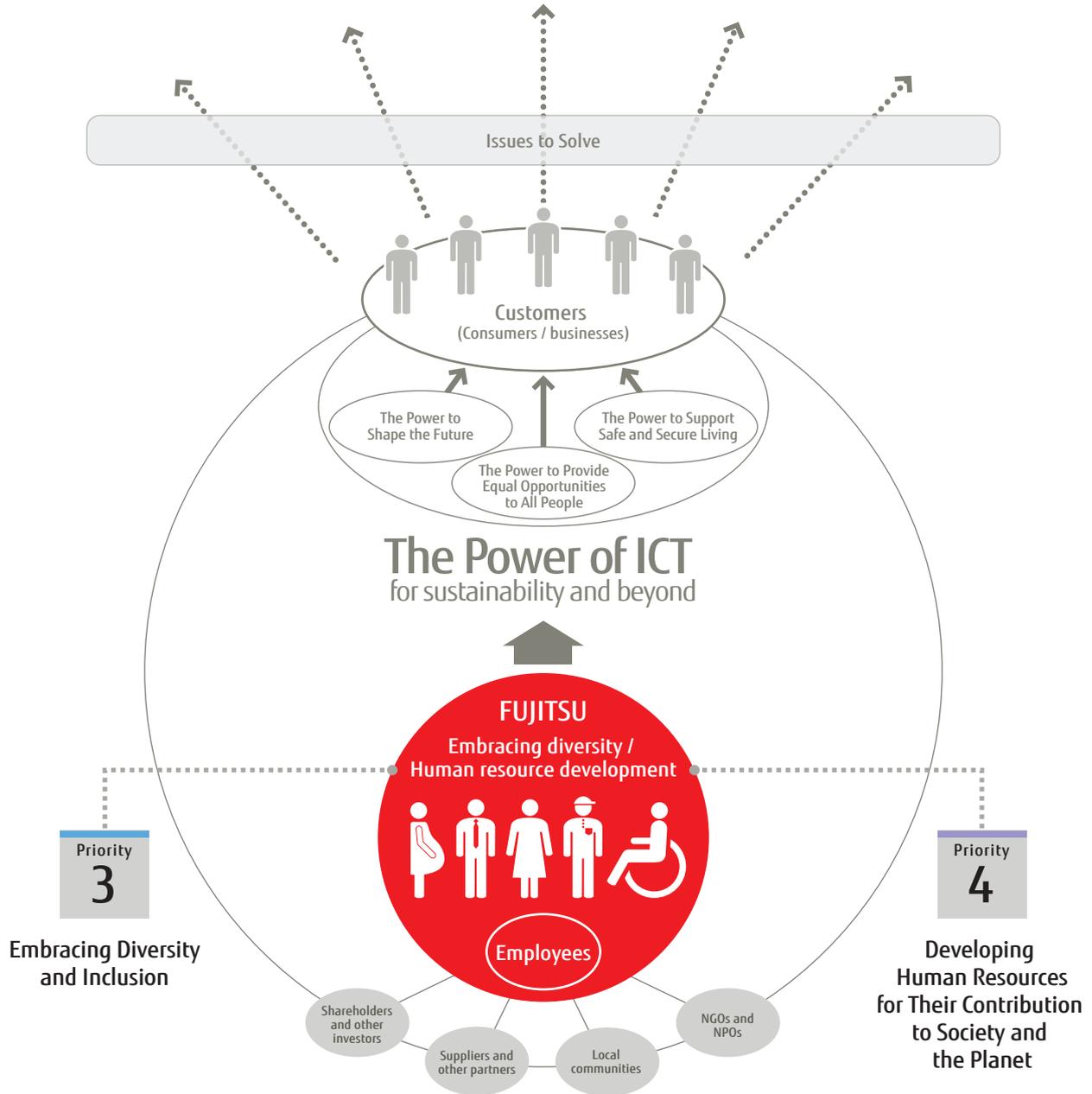
**The Power of ICT**  
for sustainability and beyond

# by Our People

Reinforcing the Foundation of CSR Activities through  
Human and Workplace Development



## Contributing to Sustainable Futures for the Earth and Society



### Employees underpinning the activities of a global ICT company

The Fujitsu Group has specified 5 priorities for its efforts to strengthen the foundation of its CSR activities.

The first is "Embracing diversity and inclusion." Throughout the world, 170,000 employees of various nationalities and ages work for the Fujitsu Group. The Fujitsu Group aims to create workplaces where individuals accept diversity and there is mutual respect or individual differences, and seeks to promote

the mutual development of companies and individuals.

Another of the five priorities is to develop human resources for their contribution to society and the planet. In practicing CSR-conscious management, the Fujitsu Group devotes considerable effort to the development of human resources that are highly motivated to contribute to sustainable futures for the Earth and society.

## Diversity and Inclusion

### 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 Fujitsu.

The Diversity Promotion Office's vision for Fujitsu sets forth the following two objectives:

- 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.

To achieve these two objectives, we are aiming to create workplaces where people can work energetically, create new value, 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<sup>\*1</sup> 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. A number of different level-specific training sessions for executives and managers have also been held. At the end of FY 2010, we conducted an e-learning program open to all executives, regular and temp employees called "Striving for Workplaces Where Everyone Can Thrive," designed to put diversity promotion into practice in the workplace.



Company-wide diversity promotion forum

In addition to past and ongoing activities, with understanding and achievement of diversity as the goal, we are working to achieve the following three objectives in light 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.

- Support workplace activities designed to promote diversity
- Support active participation by female employees
- Promote measures among Group companies in Japan

\*1 Role models:

In general, people whose conduct functions as a guide or example for others.

## Diversity Targets and Results

	Period	Target	Key Measures
1	2008-2010: Awareness and Understanding	<ul style="list-style-type: none"> <li>Foster awareness and understanding of diversity promotion among all corporate officers and employees</li> </ul>	<ul style="list-style-type: none"> <li>Conduct surveys of employee awareness of diversity</li> <li>Implement e-learning programs</li> <li>Build human networks for female, disabled, and foreign employees</li> </ul>
2	2011-2013: Understanding and Practice	<ul style="list-style-type: none"> <li>Promote workplace diversity</li> <li>Support more active participation by female employees</li> <li>Promote measures among Group companies in Japan</li> </ul>	<ul style="list-style-type: none"> <li>Select managers to represent diversity promotion in business units and hold study meetings. Determine the actual status of workplaces through interviews of division managers</li> <li>Set quantitative targets for active participation by female employees and conduct training</li> <li>Hold briefings for domestic Group companies, hold events for employees of domestic Group companies</li> </ul>
3	From 2014: Practice and Business Contribution	<ul style="list-style-type: none"> <li>Promote measures among domestic and overseas Group companies</li> <li>Generate new business and increase productivity by practicing diversity and inclusion</li> </ul>	Formulate additional measures based on the track record through FY 2013

### FY 2011 Overview and Key Issues

In FY 2011, we entered the "understanding and practice" phase of diversity promotion activities. Fujitsu positions diversity as a management imperative, and pursues ongoing and wide-ranging initiatives.

At the company-wide diversity promotion forum, for example, this commitment was demonstrated by not only opening addresses by the president and vice-presidents but also a speech by the former external director, Masayasu Kitagawa, and in other ways, as well.

In FY 2012, we continued the three measures we launched in FY 2011 while also continuing phase one measures.

As for the development of diversity measures in the workplace environment, we conducted interviews with heads of units to determine the current status of each workplace and the extent to which the intentions of top management have taken hold. Based on the results of these interviews we will consider, through FY 2013, measures that will lead to concrete actions at the workplace level.

In support of greater participation by female employees, we are taking positive action to achieve the targets established in FY 2011 (women comprising 20% of the workforce and 20% of newly appointed managers by FY 2020). These actions have included ongoing selective training for female employees, as one example. Meanwhile, initiatives to expand the promotion of diversity efforts to Fujitsu Group companies in Japan have included encouragement to participate in various Fujitsu-sponsored events, the conduct of a survey on the promotion of diversity, and the provision of e-Learning opportunities.

As a special addition to the FY 2012 diversity survey, which was conducted among all executives, employees, and temporary employees, we asked additional questions about matters like workplace management, desires for promotion to management-level positions, and the ease or difficulty of using the child care / nursing care and other systems. Future measures and other responses will be considered based on the results of the survey.



Diversity Promotion Office  
Noriko Shiono, Vice President

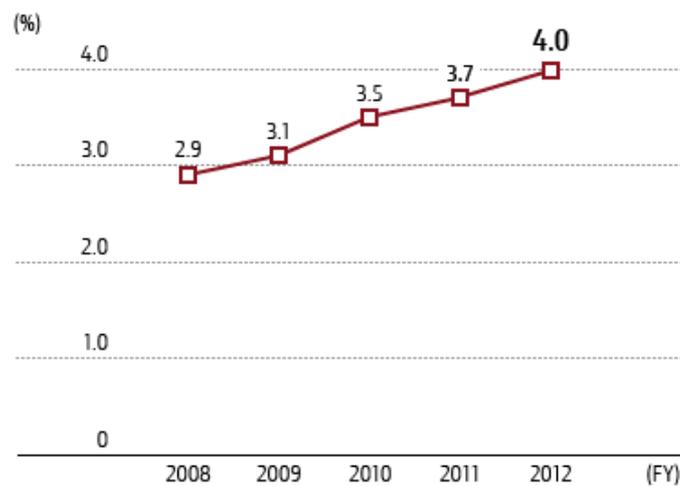
## Creating a Workplace Environment Where Female Employees Can Participate Actively

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.

In more specific terms, we are selecting people from the leadership level of our female employees and, in coordination with the relevant workplace, management level, HR division, 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 encourage them to review their careers and envision their future career path. We are also planning and implementing networking events as opportunities to receive fresh encouragement from others. Furthermore, to help our female employees improve their self-esteem and enhance job satisfaction, we hold 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 the personal and career development of our female employees from a different standpoint than their immediate supervisors.

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

### Trends in Women Managers (Fujitsu Limited)



#### Positive Action for Female Employees (from FY 2011)

##### Female Leadership Development Program

Fujitsu has initiated the Female Leadership Development Program, designed to support long-term career furtherance by its female employees. Through the program, Fujitsu is developing human resources to serve in leadership roles, while grooming future management staff.

Open to members selected by each division, this roughly half-year program seeks to boost awareness of career options and develop managerial skills through intensive classes centered mainly on team activities, coupled with on-the-job training. Diversity mentors, acting as team activity advisors and role models, provide advice and guidance, and each team offers its own suggestions to management at the end of the program.

To enhance effectiveness, the program is conducted in coordination with key staff members from worksites, management, personnel, the Diversity Promotion Office, and Fujitsu University, who all work together for the program's success.



Scene from the Female Leadership Development Program

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

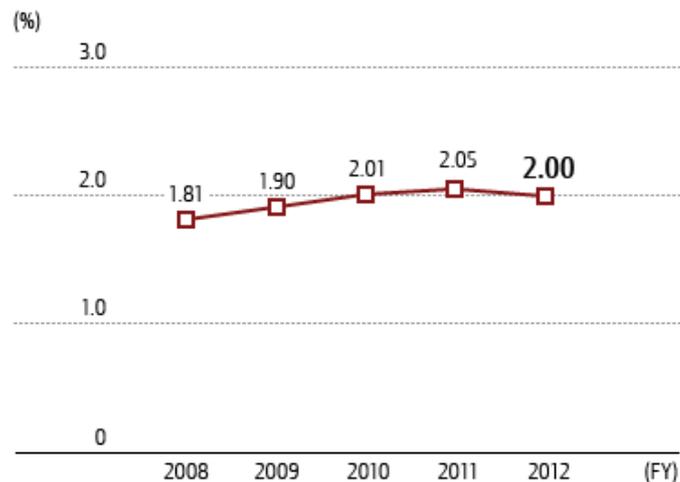
Fujitsu employs people with disabilities without limitations on where they may work. People with disabilities, therefore, are working in a wide variety of positions, including as researchers, developers, sales staff, and systems engineers.

To hire people with disabilities, we have prepared a dedicated website and included in it specific information on actual cases of people with disabilities working at Fujitsu. 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 initial 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 disability they may have. Moreover, we publicize on our intranet role models and manuals for workplaces that can accept disabled employees.

As a result, the percentage of people with disabilities employed by the Fujitsu in FY 2012 was 2.00%, exceeding rate of 1.8% mandated by law.

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



#### VOICE: Feedback from Employees

##### Active participation by employees with lower-limb disabilities

As an attorney at Fujitsu, I have enjoyed a rewarding career supporting the activities of various divisions. I frequently travel throughout the country for meetings with customers. When I took up my position here, I, of course, felt some uncertainty, but I found that doors open when one rises to challenges.

The most rewarding times are when my efforts to take a bird's eye view of a situation, and explain the details, succeed in communicating benefits to the customer and result in the signing of a win-win agreement. The most attractive aspect of my work is that I can feel the dynamism of Fujitsu's ICT business.



Legal Unit, Legal Div.,  
Business Affairs, Manager  
Atsushi Moriyama

## Recruitment of Global Talent

With sights on global business expansion, Fujitsu takes part in career forums in and outside Japan geared to foreign students, as well as holding its own seminars and accepting university students from abroad for internships. Through these and other actions, Fujitsu is recruiting foreign nationals studying in Japan and university graduates from other countries. In FY 2012, we hired 33 foreign nationals, bringing the total working at Fujitsu to 254 as of March 31, 2013.

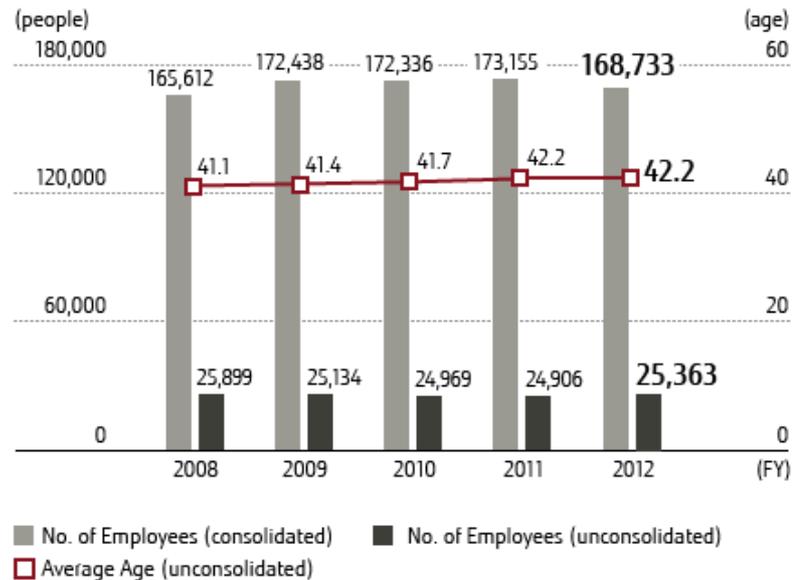
### Support for Foreign Employees in Japan

Fujitsu started the Integr8 project in 2007 to enable international employees based in Japan to contribute and utilize their full potential as part of a global workforce. The community consists of over 400 Japanese and international employees who participate in various activities that promote diversity in the workplace.

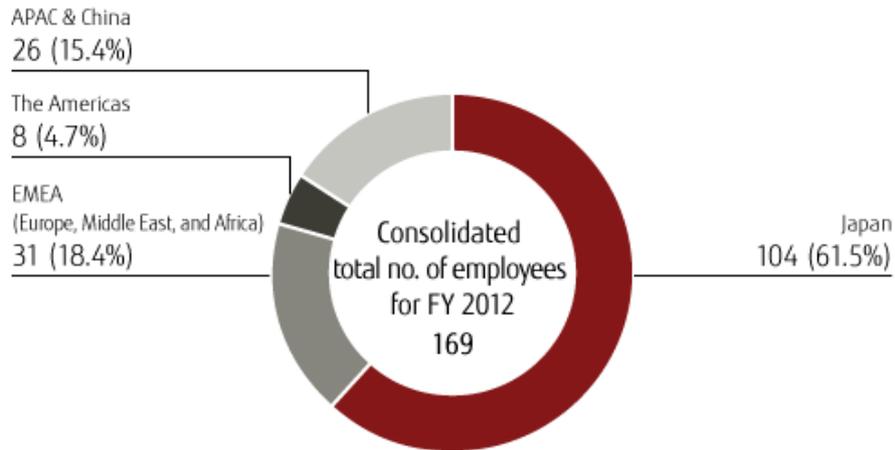
Integr8's English website provides information necessary for living in Japan, Fujitsu's policies, as well as an HR support system to address individual needs of employees. As part of our efforts to form a community that connects international and Japanese employees, Fujitsu invites both internal and external speakers to talk on important topics, such as Fujitsu's globalization strategy. With a total of 235 participants for the three events in FY2012, these events are well received by Integr8's international members.

Integr8 encourages global communication by publishing an internal magazine in which employees worldwide can contribute articles and share their perspectives. Future efforts include workshops for managers supervising international employees and networking events for the community.

### Trends in Numbers and Average Ages of Employees



## Employees by Region



### 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.

## Efforts Promoting Respect for Human Rights

### Respecting Human Rights

The shared values articulated in the Code of Conduct of the FUJITSU Way are guidelines for each employee to comply with in conducting daily business operations. Prime among them is "We respect human rights," a principle that underpins all our corporate and individual activities and disciplines the actions of every member of the Group.

We have stipulated policies for human rights in employment. We continue to work for equal employment opportunities, respect for human rights, elimination of discrimination, and the prohibition of forced labor and child labor. While we publish these policies on our website, we take every chance for education or enlightenment that will promote understanding and penetration of these policies.

Fujitsu has publicly announced its support for the ten principles of the United Nations Global Compact and will continue to move forward with management that places a high priority on human rights.

#### **FUJITSU Guiding Principles of Respect for Human Rights in Employment (Full Text)**

With a view to realizing our growth and profits, respect for human rights must be an integral part of our business culture. FUJITSU is committed to creating a culture in which employees respect the dignity and worth of individuals. To this end, FUJITSU will strive to foster respect for human rights in all the countries and regions where we operate our business while providing an environment that encourages employees to understand and realize importance of human rights.

##### **1. Equal Employment Opportunity and Respect for Human Rights**

FUJITSU strives to provide equal employment opportunities.

FUJITSU is committed to treat our employees with no illegal discrimination based on race, color, religion, creed, sex, social status, lineage, physical or mental disability, sexual orientation and any other legally protected category that is unrelated to the legitimate interests of FUJITSU.

##### **2. Compliance with Employment Laws and Regulations**

FUJITSU adheres to the applicable laws and regulations of the countries and regions in which it operates in treating our employees.

##### **3. Prohibition of Forced Labor / Child Labor**

FUJITSU will not use any form of forced or compulsory labor.

FUJITSU will not use child labor.

##### **4. Work Environment**

FUJITSU strives to achieve and maintain a healthy and safe work environment that motivates its employees.

## Promoting Human Rights Enlightenment

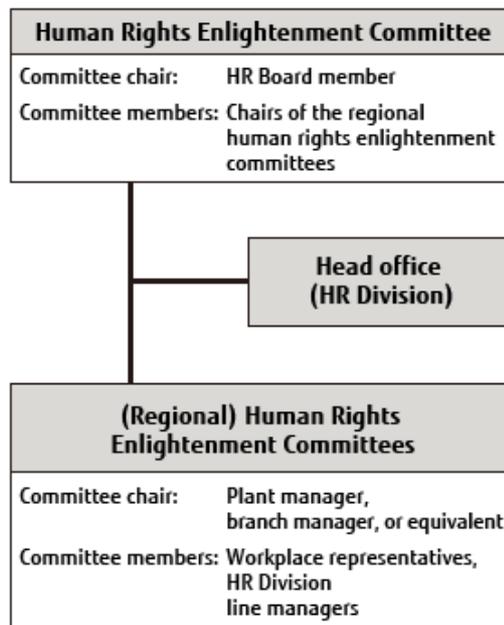
In the Fujitsu Group, we implement activities to promote human rights awareness through the Human Rights Enlightenment Committee, which is chaired by the board member in charge of human resources. Regional human rights enlightenment committees comprised of regional workplace representatives act as implementation organizations, and group companies have established similar committees.

The head office of the Human Rights Enlightenment Committee regularly check on the status of activities and issues at regional and group company human rights enlightenment committees. Findings are used by Human Rights Enlightenment Committees to summarize activities and set directions for the pursuit of ongoing, systematic enlightenment activities.

In line with the directions set by the Human Rights Enlightenment Committees, individual regions and group companies undertake training and enlightenment activities that are based on common training content for all companies and adjusted for the specific circumstances of the region or group company. Buraku discrimination, harassment, and other problems are taken up in training held for those who have been promoted and other training conducted during the year.

Furthermore, in conjunction with Human Rights Week every December, we work to foster an environment in which everyone can think about and discuss human rights to promote respect for human rights in households and local communities with connections to the Fujitsu Group. Examples of these efforts include the hanging of posters on human rights enlightenment, contests in which employees and their families come up with slogans on human rights enlightenment, and the distribution of human rights enlightenment leaflets.

### Human Rights Enlightenment Structure



## Consultation Services and Human Rights Monitoring

In an effort to create an environment where each individual employee can work with peace of mind and fully exercise their capabilities, the Fujitsu Group has established internal consultation services to which employees may bring their human rights concerns. These services have been established in each region as well as at our headquarters to make it easy for employees to raise their human rights concerns.

Contact information for human rights consultation services are posted on our intranet and made known to employees via posters and other means, and regular training is held for personnel engaged in the provision of consultation services, so that they can perform their roles appropriately.

The personal information and privacy of employees who make use of the consultation services are protected. This is to enable employees to seek advice on matters like relationships with coworkers, harassment, and troubles and doubts concerning human rights, and ensure the consultation services are able to help improve workplace environments.

Matters brought to the attention of consultation services are reported - with proper precautions to protect personal information and privacy - to Human Rights Enlightenment Committees and regularly communicated to corporate auditors. This is done to monitor use of the consultation services and to use information on the reported matters to prevent recurrences.

### Human Rights Consultation Service

Group Consultation Service	Regional Consultation Services
Receives consultations from all business sites	Established as consultation services in closer proximity to employees

Names and contact information for consultants are clearly communicated to employees, so they can choose a service to consult.

## Human Rights Due Diligence Scheme

The Fujitsu Group, in accord with the FUJITSU Way, employs a process that follows a PDCA cycle and is led by the Human Rights Enlightenment Committee to elevate both awareness of human rights issues and the management level at which they are addressed. In FY 2012, we embarked on the establishment of a human rights due diligence scheme that covers the entirety of our global value chain.

In FY 2012, we also held a stakeholder dialogue to which we invited human rights experts. This dialogue helped relevant personnel achieve a deeper understanding of the United Nations Guiding Principles on Business and Human Rights (the Ruggie Framework) and enabled the emergence of a shared understanding of human rights issues related to our business activities.

- [Communicating and Collaborating with Stakeholders](#)
- [Stakeholder dialogue](#)

In accordance with the ISO26000 standard, we prepared a written survey that we fielded among a total of 117 Group companies inside and outside Japan to check the status of human rights initiatives throughout the Fujitsu Group.

- [Basic Policy on CSR \(CSR activities applying ISO26000\)](#)

In support of the establishment of the human rights due diligence scheme, measures for promoting greater understanding of human rights, and measures for identifying, and directions to take with regard to, risks throughout the entire value chain are scheduled for development in FY 2013.

### Initiatives led by the Human Rights Enlightenment Committee



## Initiatives for Preventing Forced Labor and Child Labor

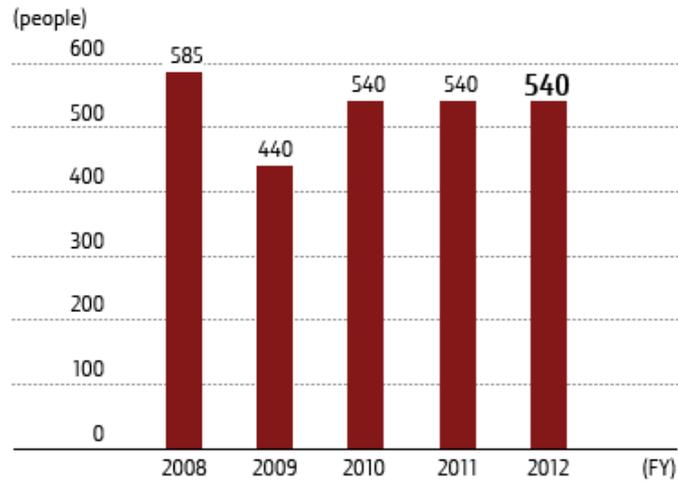
The Fujitsu Group has set forth its Guiding Principles of Respect for Human Rights in Employment and stipulated that it will not use forced labor or child labor. In FY 2012, we conducted a written CSR survey based on the ISO26000 standard among our 80 Group companies in Japan and 40 Group companies overseas. Through that survey, we confirmed information on initiatives for the prevention of forced labor and child labor.

We also make our business partners aware of the Fujitsu Procurement Guideline, which includes provisions on the elimination of forced labor and child labor. In FY 2012, we asked our 743 primary suppliers to complete a written survey on the status of CSR initiatives, including steps for the elimination of forced labor and child labor.

## Striving to Provide Equal Opportunity in Employment and Advancement

Together with our employment policy of not discriminating by age, gender, nationality, or other factors, we offer opportunities for promotion once someone has reached a stage commensurate with general competence and performance. We are also strengthening our multifaceted efforts to increase equality of opportunity, including the introduction of a rehiring system for those who leave Fujitsu to raise children or care for infirm or elderly family members, and the proactive promotion of women employees to management positions.

### Hiring of Recent College Graduates (Fujitsu)



### Average Years of Service

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Male employees	18.4	18.8	19.0	18.8	18.9
Female employees	16.3	16.4	16.7	16.4	16.3

## Creating Good Working Conditions

### 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 established and implemented our action plans<sup>\*1</sup>. 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, we conduct a forum to assist employees who are taking child care leave to return to the workplace and help them build networks. In FY 2012, we expanded eligibility for participation to include employees who are currently pregnant and employees who have just returned to the workplace.

In addition, in June of FY 2012, we conducted a survey to gain information on employees' needs regarding the provision of nursing care. This survey was conducted among employees 40 or older at two Fujitsu Group companies. Survey results have been posted on an internal website and made available to employees through other means as well. They will be used to help employees who are providing nursing care do so in balance with work responsibilities and in a way that allows them to go about their work activities with a sense of purpose and worthwhileness.

We followed up on survey results with September forums covering topics including public nursing care services that are in high demand and internal information on nursing care. Targeted at Group company employees who are currently providing nursing care or are interested in the topic, this forum was intended to give participants a chance to think about ways to balance nursing care with work and about steps that would allow them to continue working while providing nursing care.

\*1 action plans:

Based on the Minister of Health, Labour and Welfare's approval of our first action plan (April 1, 2005 to March 31, 2007), second action plan (April 1, 2007 to March 31, 2010), and third action plan (April 1, 2010 to March 31, 2013), we have established and are now implementing our fourth action plan (April 1, 2013 to March 31, 2015).



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)

### 出産・子育てのページ

あなたは仕事も、子育ても大事にできる働き方をしていますか？  
メリハリある働き方で、仕事と家庭の両立を実現しましょう。

- 富士通の出産・育児に関する制度が知りたい
- 新しく加わった育児休暇のしくみ
- スムーズな職場復帰に向けて
  - 育児休業者の復職前面談へGO
- どれくらいの方が制度を利用しているの？
  - 産前産後休暇へGO
  - 妻の出産休暇へGO
  - 育児休業へGO
  - 育児時短勤務へGO
  - ベビーシッターサービス費用補助へGO
- 事業所内保育施設を運営しています。(武蔵小杉)

<ご参考>

- ・次世代育成支援対策推進法への当社の対応について  
《参考》次世代育成支援対策推進法
- ・第3期実行計画を確立したい！  
《参考》第1期実行計画と実施状況  
《参考》第2期実行計画

Number of Employees Using the Care Leave Support System (FY 2012, Fujitsu Limited)  
(People)

System	Total <sup>*2</sup>	Men	Women
Child care leave	186	4	182
Family care leave	6	4	2
Reduced working hours (child care)	539	13	526
Reduced working hours (family care)	5	0	5
Paternity leave	510	510	-

\*2 Numbers of Users:

Figures include employees who have continued to use the system from the previous fiscal year. The percentage of employees who return to the workplace after taking child care leave is nearly 100%, for both men and women.

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

We are implementing a variety of forums to improve both productivity and individual job satisfaction and fulfillment 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, we have been implementing training based on concrete, practical measures since the FY 2010 forums. In December 2012, we held forums on reforming the way we work so appropriate attention can be paid to both work and nursing care needs.

These forums, which were held for Group company employees, as well, consisted of talks and group discussions and were intended to give participants an opportunity to develop their understanding of job approaches, and make immediate changes, that would allow them to balance nursing care and work, and continue working with a sense of worthwhileness.

### Promoting Diverse Work Styles

So that each and every one of our employees can work efficiently to create even higher added value, Fujitsu has adopted satellite office and mobile work tele-work options in addition to a work-from-home system.

In addition, we are promoting work styles that apply global communication platforms to further the endeavors of our diverse workforce.

#### Fujitsu Tele-work System

Type	Definition of workplace	Remarks
Work from home	Home	Implemented April 2010
Satellite office	Office other than main office • Fujitsu or Fujitsu Group business offices (excluding offices where an employee is stationed)	Previously implemented
Mobile work	Locations other than main office • Customers' sites, hotel rooms on business trips, etc.	Previously implemented

## Measures to Energize Communication

### Labor Relations

Based on labor-management agreements with the Fujitsu Labor Union, Fujitsu holds discussions about various employment conditions and explains management policies and business conditions, along with business reorganization and other matters, to its employees through regular and ad hoc meetings such as the Labor Council or Productivity Council. Furthermore, these agreements stipulate the collective bargaining rights of the union.

Note that since Fujitsu adopts a union shop system, all ordinary employees are members of the Fujitsu Labor Union.

In Europe, the Fujitsu European Annual meeting has taken place every year since 2000, with the overall financial conditions of the Fujitsu Group and other issues shared with the employee representatives from Fujitsu Group companies.

### Topics

#### Ongoing Implementation of Measures for Creating an Even Better Labor Environment in China

While China is maintaining a high rate of economic growth, it is also creating conditions that protect the position of the worker and promote greater social stability. At the 18th National Congress of the Communist Party of China, held in November 2012, the right of workers to collectively bargain with management for compensation was clearly put forth for the purpose of securing fairness in income distribution. Furthermore, the July 2013 implementation of the revised law on temporary staffing will strictly define work that can be performed by temporary staff, and accelerate the movement toward the hiring of workers as full-time employees.

To swiftly and appropriately address these developments, Fujitsu Group companies in China have actively worked, through personnel community workshops and other means, to provide even better working conditions and further enhance working environments, including rigorous enforcement of compliance.

Within the Fujitsu Group are companies that early on adopted collective bargaining processes for discussing and establishing working conditions, including compensation, and they will continue with the expansion of this trend moving forward.

These companies have also enlisted the input of experts in considering and appropriately responding to the revision and implementation of various labor laws including the law on temporary staffing. In so doing, they are working to create conditions that will allow employees to work with peace of mind.

## Employee Satisfaction Survey

To gauge the dynamism of an organization and assess the level of employees' satisfaction therein, we have taken a multi-faceted employee satisfaction survey every year since 2004.

The content of this employee satisfaction survey is basically kept the same every year to ensure that we can compare changes over the years. That said, the survey content is revised as necessary to address various changes in the environment surrounding the Company and management priorities. In the FY 2012 survey, we added questions on the status of organizational reform initiatives and discretionary power, with an eye toward creating an organizational culture in which individuals can more actively take on challenges. This survey was conducted among approximately 87,000 employees (of which about 30,000 are Fujitsu employees), including people working at 81 Group companies that requested it.

Looking at changes at Fujitsu over the years, we maintained a high response rate in this survey, as in FY 2011, with a response rate of 88.7% this year. In addition, the degree of overall satisfaction has increased every year. The percentage proud to work at Fujitsu surpassed 80%. Responses indicated that 1) employees who feel they are being presented with challenging work opportunities and have adequate discretionary power tend to have a high level of overall satisfaction and 2) that organizations with high overall satisfaction also elicit high satisfaction in terms of "shared direction" and "creation of opportunities for communication." Recognizing these points as key for increasing satisfaction, we are providing organizations with information on them and on examples of actual initiatives that succeeded in increasing employee satisfaction.

Furthermore, we use the survey results to review our Company policies such as personnel systems. With the employee satisfaction survey as our starting point, we will promote measures based on both organization and Company policies to ensure that Fujitsu remains a company where each employee can raise his or her own worth and work with pride and purpose.

### Group Efforts in Overseas Business

Beginning in FY2011, the Fujitsu Group conducted its first employee engagement survey of all international business group employees (some 47,000 persons, in Japan and overseas). The intent of this survey is to help create work environments that are more pleasant and worthwhile for employees to work. It has focused on the degree of employee proactive commitment to (or engagement with) the organization or management and on identifying the elements involved in that commitment.

Employees who are engaged tend to be proud to be working at Fujitsu, and make every possible effort for colleagues and customers, and thereby become supporters of the Company. Generally, it is thought that in companies where they have a high level of engagement, employees work harder than is required and actively contribute to the success of business, thereby achieving superior business results, productivity, and customer satisfaction.

The overall response rate for the FY 2012 survey was 76%. In response to questions related to engagement, such as "Do you feel motivated to go beyond your formal job responsibilities?" on average 63% of employees in the international business group responded positively (whereas 21% responded "cannot say" and 16% said "no").

Since survey responses and individual elements directly related to engagement differ even within the Group, each organization created and implemented its own action plan based on FY 2011 survey results. We evaluated the progress of these action plans continuously over a period of one year following implementation to improve employee engagement in all organizations within the Group. As a result, many workshops were held and initiatives were taken at individual business sites and organizations in FY 2012. Both positive points and issues requiring attention were delved into based on the FY 2012 survey results, and new initiatives to make improvements particularly in organizational culture, human resource development, and communication have been taken.

In FY2013, the employee engagement survey will again be conducted, with the aim of creating environments that enhance employee commitment and support employee initiatives.

# Occupational Health and Safety and Health Management

## Efforts to Improve Occupational Health and Safety

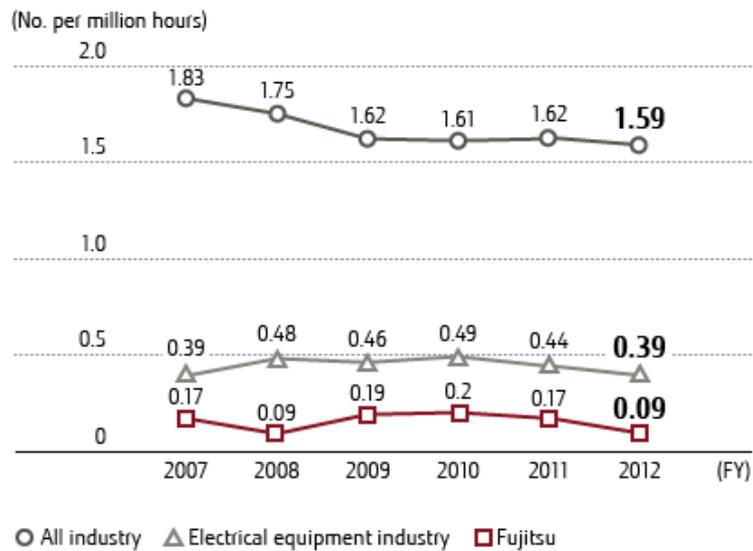
Based on the Corporate Values of the Fujitsu Way, we work to ensure the safety of employees by providing work environments where people can work in safety and comfort.

In Japan, management and labor have jointly established a Central Occupational Health and Safety Committee, which meets annually, and a direction has been established for all companies to follow regarding occupational health and safety. The occupational health and safety management organizations at individual business sites hold monthly meetings of their Occupational Health and Safety committees. These committees establish directions for the unique characteristics of the business site, based on company-wide directions, and work to create safe, healthy workplaces. Each business site's occupational health and safety management organization also performs workplace inspection tours and takes other steps to check for and rectify dangerous locations and factors that may impair health, while conducting risk assessments.

In FY 2012, individual business sites undertook safety and health education, and other measures, to help prevent accidents due to falls.

We will continue to promote health and safety education and training that match the characteristics of each workplace to create a workplace environment in which all our employees can work confidently in safety and comfort.

### Frequency of Industrial Accidents (Fujitsu Limited)



## **Building a Culture Where Employees Can Work Confidently and Positively Through Efforts to Maintain and Enhance Health**

The Fujitsu Group, in order to create environments where each individual employee can confidently and positively engage in his/her work, is undertaking activities that seek to maintain or enhance the health of employees and their families, and elevate health literacy (knowledge of health-related matters).

Health enhancement activities are held for all employees, so that health management investments are apportioned not only to employees requiring medical care but also employees who are healthy. Health consultations are conducted for individual employees to help prevent lifestyle-related and mental illnesses, and targeted education and health talks are held to enhance health. Our activities, however, go beyond such individual self-care support and include organizational stress tests for boosting productivity, and activities aimed at supporting improvements in workplace environments.

In support of employee health, each business site has established a health promotion center or health care center to provide physical or mental health counseling and other services to employees requiring them. Eligibility for health support services includes not only employees and their families but also retirees.

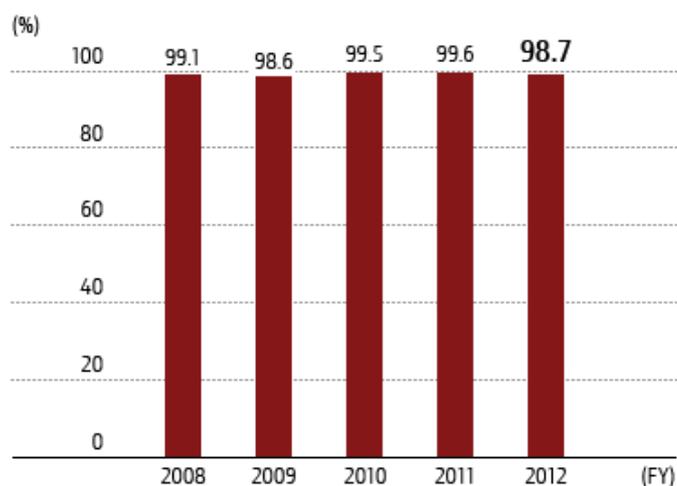
## Health Management and Enhancement Initiatives

### Implementing Health Checkups

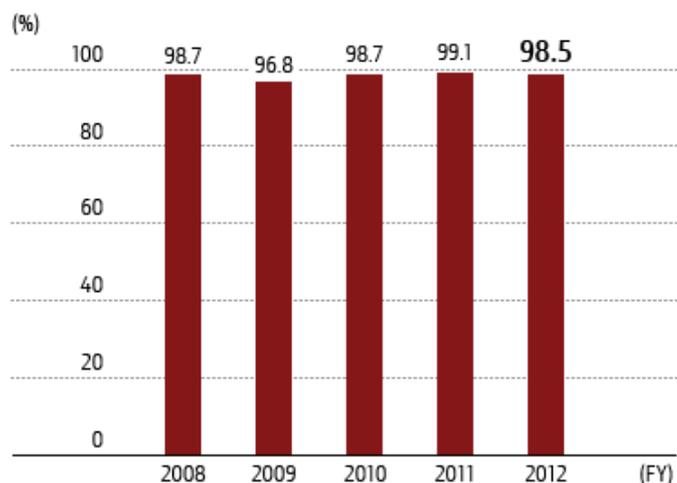
The Fujitsu Group conducts regular health checkups, checkups for lifestyle-related illnesses, special health examinations, and physical examinations for employees putting in significant amounts of overtime. Results are made available to employees via a system they can access from their own desk as an added measure to encourage self-management of personal health.

Activities aimed at early detection of diseases are undertaken in collaboration with the Fujitsu Health Insurance Organization, and a subsidy system has been created to help defray costs related to gynecological and obstetric examinations, and simple brain and lung checkups.

#### Rate of Periodic Checkups (under age 40, excl. age 35)



#### Rate of Chronic Illness Checkups (age 30, 35 and above 40)



### Efforts to Enhance Health and Fostering a Self-Care Mindset

To help ensure that health-related investments extend to all employees, the Fujitsu Group pursues health enhancement activities and works to foster a self-care mindset to improve employee health.

As part of this effort, we hold walk rallies and other health promotion activities in which all employees can participate, healthy lunch seminars and other dietary education activities, activities aimed at helping employees stop smoking, women's health education activities, and other activities as well.

## Specified Health Examination and Specified Health Guidance Initiatives

We are working with the Fujitsu Health Insurance Organization to educate employees on matters like the need for special health guidance to encourage greater use of the Specified Health Examination and Specified Health Guidance services (testing for metabolic syndrome) we introduced in FY 2008 to prevent lifestyle-related diseases. In addition, we provide health guidance in collaboration with Best Life Promotion Ltd., a Group company established in 2007 to strengthen health support for Fujitsu Group employees and their families.

## Mental Health Services

Having appointed an in-house mental health counselor at an early stage, Fujitsu provides mental health counseling services to employees. In FY 2012, 10 counselors traveled to individual business sites to attend to the mental health care needs of employees. Self care has been enhanced through measures such as stress tests for all employees. Based on the stress test results, we also conduct organizational stress tests of each division, in an effort to support activities to improve work environments.

Adding to the above, we have created various opportunities for mental health education. Examples include mental health care in business lines, such as workplace management training for executive employees, and training for newly appointed executive employees, training for new recruits, and leadership training. Other activities include self care-based training programs.

On another front, the Fujitsu Health Insurance Organization offers physical and mental health phone counseling services provided by outside organizations to all covered employees.

## Initiatives for Enhancing Work Engagement

The Fujitsu Group began in FY 2012 to use a stress test tool developed in-house to supplement traditional stress test questions with questions related to lifestyle and work engagement (realizing increases in vitality through work). The purpose of this tool is to provide data for analyzing issues for future health measures.

Advice on organizational stress tests was received from professors at the University of Tokyo, and, with feedback combining work engagement and stress test results, we worked with not only our industrial health staff but also our human resources organization to enhance work engagement and invigorate workplaces.

Stress diagnosis checksheet

## Fujitsu Clinic

The Fujitsu Clinic was established as a medical clinic in 1944 on the premises of Fujitsu's Kawasaki Plant, for the purpose of providing medical treatment and health management services to employees and their families.

To answer the demand for community healthcare, the Fujitsu Clinic also provides medical treatment to local residents.

In recent years, Japan has seen a shift in the composition of diseases from acute to chronic diseases.

Accordingly, to help address the onset of lifestyle-related diseases, the Fujitsu Clinic has installed cutting-edge medical devices, such as CT and MRI equipment, capable of highly precise medical imaging. Through this measure, the Fujitsu Clinic has worked to enhance the prevention and early detection of lifestyle-related diseases, providing support for the earliest possible restoration of health.

Furthermore, the Fujitsu Health Management Center has been established adjacent to the Fujitsu Clinic as a health checkup facility for employees. The center conducts various health checkups for current and retired employees of Fujitsu Limited and the rest of the Fujitsu Group in the Keihin region (about 30,000 people a year).



Fujitsu Clinic

## Human Resource Development

We consider the development of human resources and employee education as key management priorities, and are working to develop employees who can support a truly global ICT company.

### Securing and Maintaining Excellent Human Resources

The Fujitsu Group has established its Company-wide Human Resources Strategy Committee, with members comprised of Corporate Executive Vice Presidents and higher-level management to discuss Fujitsu's human resources approach for implementing its vision and business strategies.

The committee considers issues concerning next-generation leaders and global human resource development, talent management, and training programs that are appropriate for changes in our business environment, and is open to the contributions of overseas human resources in its deliberations.

Selecting excellent human resources, having employees engage in action learning, and providing challenging assignments are the cornerstones of training. To make the uniform implementation of this approach possible at the global level, we are working to build global human resources foundation that provides a unified base for compensation systems that differ by country.



Head of Corporate Affairs & Human Resource Unit  
Akio Uekuri

Fujitsu has adopted an evaluation system the aim of which is to enhance the expertise of individual employees and develop human resources capable of adapting to change. With this system, we perform two types of human resource evaluations. One is the Performance Evaluation, which helps employees rise to the challenge of achieving difficult goals. The other is the Competency Evaluation, which assesses individual employee success in attaining required capabilities and helps them build careers over the medium-to-long term. We have also created internal recruiting and FA systems that allow employees to choose their own career directions, and are intended to continuously boost employee motivation and achieve optimal human resource deployment.

## Developing Global Business Leaders

The Fujitsu Group founded the Global Knowledge Institute (GKI) in 1999. GKI provides a system of programs to develop global leaders who ask "What is good for society?" in pursuing the common good. GKI programs put potential next-generation business leaders through intensive intellectual polishing. As of the end of FY 2012, training programs have been completed by a total of 918 potential future business leaders, including 335 from overseas. Summaries of two programs given in FY 2012 are given below.

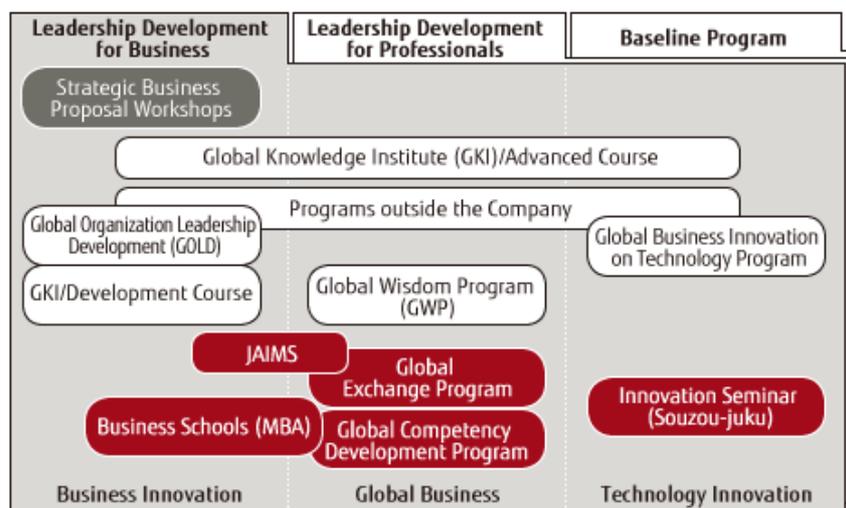
### 1. Promotion of diversity among next-generation leaders by strengthening ties with overseas business sites

In the program for developing future managers, the GKI/Advanced Course, the number of participants from overseas Group companies was increased. This raised the total number of class participants to the highest it has ever been and made it possible for future leaders from various backgrounds to engage in a discussion of "the common good and Fujitsu's role" from a wide array of perspectives. Furthermore, by enabling the networking future leaders across geographic boundaries, the program succeeded in forming a foundation from which Fujitsu can pursue the common good through its business activities.

### 2. Enhancement of the quality and scope of business leaders through continuous nurturing

The GKI/Development course, for which participants are selected from among young manager-class employees in Japan, aims to nurture leaders who will create new businesses and lead the transformation of business structures. In FY 2012, participants got hands-on experience in fields outside the ICT industries and conducted overseas studies focusing on the U.S. and Singapore. As a result, program participants were able to gain a real sense and understanding of the high-level concept of solving social and business issues through the power of ICT.

## System of Leadership Development Programs



## Developing Human Resources with a Global Viewpoint

One point of the Fujitsu Group's growth strategy is to accelerate the process of true globalization and to be a truly global ICT company. In order to develop global human resources who can carry out this strategy, we created a global business leader training program and the following training and human resource development systems.

### 1. Learning Language and Communication to Improve Literacy and Minds

Within Japan, we continue to work to improve our employees' language abilities, focusing on English. Our initial aim with new employees is for all of them to achieve a 600 TOEIC score. Employees not only study language intensively but also learn methods of language study that will lead to continuing improvement in ability through personal development. In addition to language skills, training that encourages employees to develop attitudes accepting of other cultures, and communication and management skills, are incorporated in the programs.

Furthermore, we offer support programs for foreign employees working in Japan, to improve their Japanese language capability and daily living. These programs support not only the employees themselves but also their supervisors and colleagues.

### 2. New Employees Become Global Human Resources through Experience

We operate a foreign rotation system (Global Exchange Program) for younger employees, which started in FY 2008. In this system, younger employees are sent overseas for a period of two to five years. In FY 2012, we also implemented our "Global Competency Development Program" targeted at younger employees in their twenties. This consists of three categories: global mindset, communication capability development, and short-term overseas experience. About 50 employees participated in this program.

In addition, as an initiative targeting young executives, we launched, in FY 2011, a "Global Practical Wisdom Leadership Development Program" for young managers in which participants learn global leadership from direct experience, interactions with other cultures, and actual models. In this program, we aim to actuate the ability to compete on the global stage through experiences that expand the participants' capacity. This program is based on three months of concentrated training and an 18-month apprenticeship model. In FY 2012, program participants, including employees from overseas, numbered 9 in all, the same number as in FY 2011.

In formulating the various measures used to develop global human resources, will remain cognizant of a broad range of job positions. These run the gamut from those held by people early in their careers to management positions, and consider Japanese staff assigned to overseas positions and people of foreign citizenship working in Japan. Furthermore, we consider a diversity of perspectives and approaches, such as links between Japan and locations overseas, and factors like formal education and experience.

## Strengthening Baseline Training (Supporting Career Development with Links to the Chrysostom)

We have formulated a "Manager's Profile" that embodies our ideal for this class of employee and "Competency Grade Requirements" for general employees. The "Manager's Profile" and "Competency Grade Requirements" (introduced in FY 2011) underpin Fujitsu's current career advancement scheme, outlining both directions to work toward and the skills that should be acquired along the way. While keeping in mind their own career trajectory, employees can utilize the profile and requirements to guide their skill development efforts on a day-to-day basis. At the same time, Fujitsu is helping employees shape their careers by offering human resource programs that, as baseline training, are rooted in these HR systems.

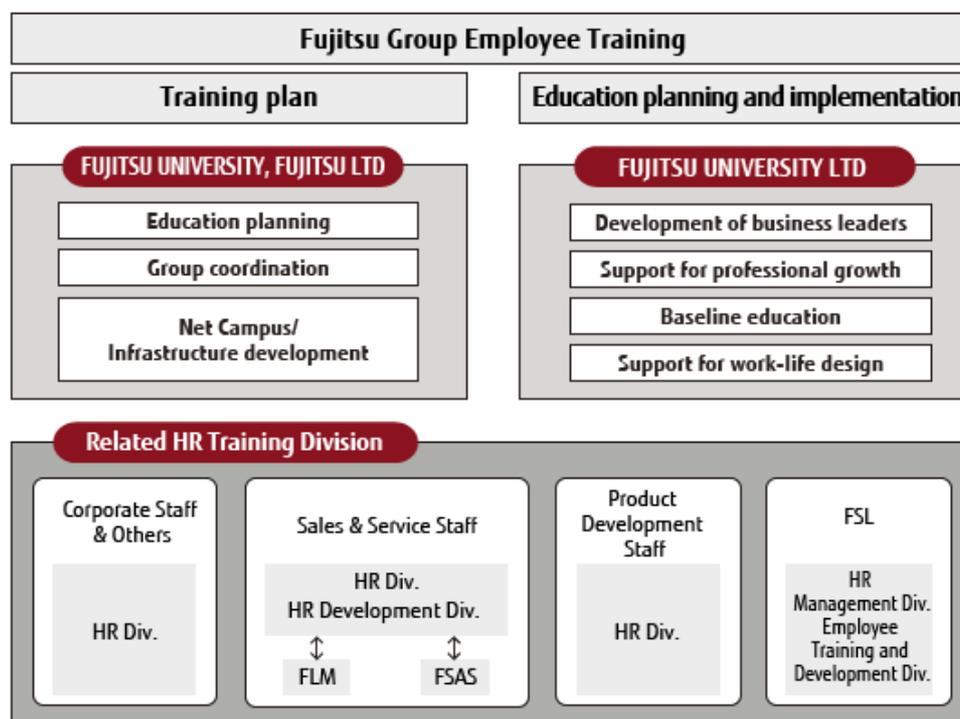
## FUJITSU UNIVERSITY: An Institution for Human Resources Development

The Fujitsu Group, FUJITSU UNIVERSITY was established in 2002 to develop world-class human resources to lead the Fujitsu Group and our industry. To develop high-level human resources, FUJITSU UNIVERSITY has implemented systematic education programs based on the following four principles:

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

In the future, we will continue to 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



\*FLM stands for Fujitsu Learning Media Limited; FSAS, Fujitsu FSAS Inc.; and FSL, Fujitsu Semiconductor Limited.

### Fujitsu NetCampus

This is an online education and training platform open to all of our approximately 170,000 employees in 201 Group companies in 28 countries around the world (as of March 2013). It provides applications / admissions for courses, study materials, testing, questionnaires and other functions. Unified e-learning, which is used to implement corporate policies throughout Fujitsu, is also implemented using this platform.

In FY 2012, we held five of these unified e-Learning courses in Japan and three overseas. In FY 2013, we plan to hold a variety of such courses on various themes in cooperation with head offices.

## Promoting Training in Manufacturing

Fujitsu established the Fujitsu Academy of Industrial Technology, an internal vocational training school, within the Kawasaki Main Office in 1958 to focus on developing human resources to support manufacturing. The school moved to the Oyama Plant in 2007 and now conducts year-long group training that includes basic subjects and skills required by the Fujitsu Group. Training is based on Accredited Vocational Training carried out in accordance with the Human Resources Development Promotion Act.

Fujitsu, by having its own educational and training institution, is able to nurture the development of key production-floor operators capable of responding to rapid changes on the front lines of manufacturing. The 22 key personnel turned out in FY 2012 brought the total number of personnel who have completed training to 2775.

Efforts to expand this training are also underway as we strive to reinforce the front lines of manufacturing from an organizational standpoint. Here, we are devising a system of level-specific training that includes units for managers in charge of production sites.

## FY 2012 Activity Topics

### Programs for Young ManagersGKI / Development Course (GKI / D)

The GKI/Development course, for which participants are selected from among young manager-class employees in Japan, aims to nurture leaders who will create new businesses and lead the transformation of business structures.

In FY 2012, participants, in order to develop a clear understanding of what it means to be field- and customer- oriented, gained hands-on experience in agriculture, food service, and other non-ICT sectors in which they had no prior knowledge. Participants gained a real sense and understanding of the high-level concept of solving social and business challenges through the power of ICT, and then applied that experience in action learning.



Gaining hands-on experience in disaster recovery work at an oyster-culturing operation (Minamisanriku Town)



Experiencing first-hand the work of cultivating agricultural produce as a local revitalization program (Sakaki-machi, Nagano Prefecture)

## Programs for Young Employees Global Competency Development Program (GCDP)

"GCDP" aims to help younger employees in their twenties develop their understanding of and ability to deal with different cultures, and enhance their ability to communicate in English. Having been launched in 2008, the sixth round of this program was held in the second half of FY 2012.

GCDP consisted of three modules. The first two, which aimed to develop a global mindset and the basis for communication capabilities with global application, were held in Japan. The third, an overseas field experience module, took place in the U.S. and India, where participants applied what they had learned in modules one and two, and gained experiences possible only by going overseas.



Visiting a local company (Tata Motors)



Exchange with local FC IPL staff (India)

## New-Hire Training through a Disaster Support Program

In our FY 2012 training for new hires, we continued the program, begun in FY 2011, to provide assistance in areas struck by the Great East Japan Earthquake.

Focusing on the Tohoku Region, where the need for recovery assistance continues, we, with the cooperation of Kanagawa Saigai Volunteer Network, an NPO, had a total of around 300 of our new hires participate in assistance activities on nine occasions between September and November. On one such occasion, participants went to a coastal area of Iwate Prefecture, where they spent the first half of their time removing debris, started the second half helping with agricultural and fishing work, and ended with the latter.



Helping to harvest oysters in Rikuzentakata