

# 3. Human Capital



A diverse, global human base that makes challenges possible

## Fujitsu’s Human Capital

Employees are the Fujitsu Group’s most important asset. We strive to achieve our group-wide vision of Human Centric Innovation by attracting and developing talent capable of cultivating new business fields with agility. We provide career development support and an ideal working environment for employees to autonomously enhance their skills and expertise through challenging jobs.

As of March 31, 2015, the Fujitsu Group has 158,846 employees worldwide. On a non-consolidated basis, Fujitsu has 25,627 employees, with an average age of 43.3. In fiscal 2014, Fujitsu recruited approximately 500 new employees, and the female employee ratio was 15.4%.

Fujitsu deployed its global matrix organization, which enables both regions and business lines to closely collaborate towards solving our customers’ challenges by orchestrating the knowledge of employees worldwide.

## Leveraging Human Capital as a Growth Strategy

### ■ Talent Strategy Committees: Executive Committees to Discuss Strategic Talent Management

Fujitsu established the Group-Wide Talent Strategy Committee led by the executive management team. This committee regularly discusses talent management policies and measures to achieve Fujitsu’s vision and business strategies.

Under this committee, Fujitsu established Business-Group Talent Strategy Committees led by executive members in

respective business groups. These committees discuss the required talent profiles in each business and specific development policies and plans.

Fujitsu also conducts Top Management Reviews led by the top executive members to discuss succession plans for key executive posts and future leader development.

### ■ A Globally Integrated Human Resources Management System

The Fujitsu Group implements a global leveling system for key executive posts worldwide, which enables optimized talent deployment on a global scale to ensure that high-potential talent succeeds across all regions.

### ■ Global Business Leader Development

As part of efforts to develop global business leaders, the Fujitsu Group identifies junior to mid-class high-potential talent, and provides them with training programs and challenging opportunities around the world to foster a global mindset and the dynamism to succeed in the global market.

### ■ Diversity & Inclusion

Guided by the theme of “Diversity into Innovation,” Fujitsu has implemented a global Diversity and Inclusion Policy. In 2014, Fujitsu was recognized in the Diversity Management Selection 100 project organized by the Ministry of Economy, Trade and Industry, which recognizes companies that realize increased corporate value by their diverse management.



## Developing Advanced Specialists

### ■ Increasing the Number of “Security Meisters” to Strengthen Fujitsu’s Capability in the IT Security Field

The Fujitsu Group implemented the Security Meister Certification Program to develop highly skilled engineers in the IT Security field. This program defines Meister models in 15 categories in 3 areas, aligned with business requirements. Meister certification is granted after completing special training designed for respective models. Fujitsu also provides simulated training using cyber ranges.

