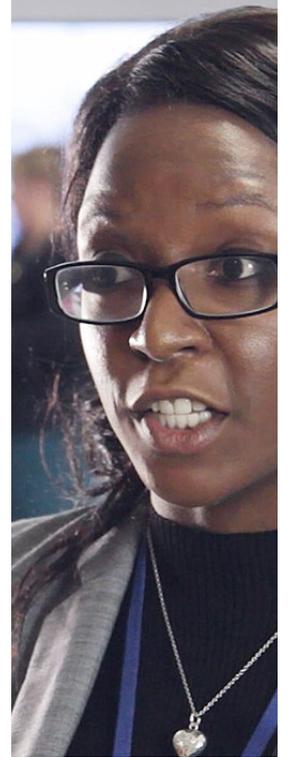
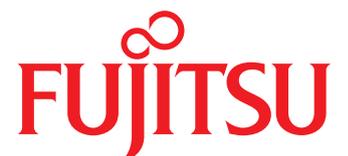


# Shaping the gender balance of tomorrow



shaping tomorrow with you





Fujitsu believes in the economic empowerment of women to help drive its own growth agenda.

This document summarizes various research reports and the widely accepted business rationale for gender diversity, with a focus on global actions and results. In particular the research has included gender parity in the Tech Sector.

The **Fujitsu Gender Action Plan** is framed against this global business imperative.

*Fujitsu, empowering human difference*

## Contents

Foreword .....	4
Gender Sense .....	6
Global Commitment.....	6
Compelling Business Case.....	7
Global Progress.....	8
Japan.....	8
Tech Sector Progress.....	9
Business Drivers for Fujitsu.....	10
Fujitsu Gender Goals – 2020.....	13
Conclusion.....	17
Bibliography.....	18

# Foreword

The business strategy for Fujitsu is focused on Customers, Employees, Growth and being a Responsible Business. This strategy requires Fujitsu to be agile, staying ahead of our competitors in every aspect of business.

For our customers we must anticipate future needs, be capable of helping businesses to undergo digital transformation and remain a responsible business that our customers are proud to work with.

Growth, innovation and customer relationships all come from having great employees who are proud to work for Fujitsu. Great teams come from having a strong mix of talent that embraces the power that human difference brings.

Diversity and Inclusion is an essential part of my critical thinking as we seek to build the teams that will deliver on a strong sustainable business, building on 80-years of expertise whilst adapting to a digital future.

Diversity is about ensuring we as an organization can attract talent from every aspect of society. Inclusion is about creating a culture where every employee can be completely themselves. Being a responsible employer means meeting the needs of our diverse teams.

Achieving this D&I objective requires strong policies across all protected characteristics, a tenacity to drive change, overcome barriers and build an employer reputation that respects human difference. We deliver this through our D&I Council.

One such focus of our comprehensive D&I strategy is our determination to improve our Gender Gap. This is only one aspect of our wider work, however in the Tech industry it is a particularly uncomfortable truth that makes the gender gap a stubborn opponent.

There is not one single over-riding reason why the gender gap exists in Fujitsu, however the gender gap is a critical issue, and one not to be shied away from tackling. It is fundamental to building our diverse talent pool.

This report brings together critical thinking on gender diversity to help structure our own business case and ensure we have a consistent approach across the region.



**Duncan Tait**  
Head of Americas and EMEIA  
Regions, SEVP

# Gender Sense

“For the first time in history, governments have set a concrete deadline for the elimination of gender inequality - the year 2030”



## Global Commitment

More than two decades after the landmark 1995 United Nations (UN) Conference on Women in Beijing and with the unprecedented consensus on the 2030 Agenda, the global commitment to gender equality has never been stronger.

The report *Leave no one behind - A call to Action for gender equality and women's economic empowerment*<sup>(1)</sup> established a high-level panel on women's economic empowerment.

For the first time in history, governments have set a concrete deadline for the elimination of gender inequality - the year 2030 (*Planet 50-50 by 2030: Step it Up for Gender Equality*).

One of the biggest changes in the gender debate in the last 10 years is the global language of gender equality evolving from being a 'rights' based agenda to one of rights and economic empowerment, which is central to achieving sustainable economic growth.

This change is reflected in the *United Nation's Sustainable Development Goals*<sup>(2)</sup>. The economic empowerment of women to succeed and advance economically and to make and act on economic decisions is a cornerstone of the SDGs. *Goal 5*: is to achieve gender equality and empower all women and girls.

The UN Secretary-General established the High-Level Panel on Women's Economic Empowerment in January 2016 as part of his efforts to ensure that the 2030 Agenda moves from the pages of UN documents in to the lives of women - and builds stronger, more inclusive economies.

The agenda is extremely broad and covers education, eradication of violence, oppression and public education campaigns.

This shift in language embraced by global leaders is strengthening the business case for gender equality. It enables business leaders to galvanize their own thoughts and develop strategies that create inclusive cultures.

## A Compelling Business Case

New business-focused research makes it increasingly clear that companies with more diverse workforces perform better financially.

Catalyst is the leading non-profit organization with a mission to accelerate progress for women through workplace inclusion. Their research *Women on Corporate Boards Globally*<sup>(3)</sup>, found significantly higher returns in Fortune 500 companies with more women at the top and on their boards of directors. Although Boardroom diversity is increasing, women remain under-represented.

Looking at more than 3,000 global companies, Credit Suisse found that women held 14.7% of board seats in 2015. This was up 54% since 2010. Out of the 4,218 companies covered in MSCI's study, women held 15% of board seats. This is up from 12.4% the previous year. Of those companies, 73.5% had at least one woman director. Only 20.1% had boards with at least three women.

In Deloitte's analysis of nearly 6,000 companies in 49 countries, women held 12% of board seats. Only 4% of board chair positions were held by women.

McKinsey<sup>(4)</sup> found that, in a group of publicly traded European companies, those with gender diversity in leadership experienced higher return on equity, operating profit, and stock price. A new *McKinsey Global Institute report* finds that \$12 trillion could be added to global GDP by 2025 by advancing women's equality. The public, private, and social sectors will need to act to close gender gaps in work and society.

The 30% Club<sup>(5)</sup> launched as a campaign in the UK in 2010 with a goal of achieving a minimum of 30% women on FTSE-100 boards - currently the figure stands at 27% up from 12.5%.

*The causal relationship between gender diversity and financial results* is compelling, additional studies continue to show that having both men and women in leadership is good for the bottom line.

According to *studies cited by Scientific American*, organizations with inclusive cultures have greater innovation, creativity and bottom line results. A *study from the Kellogg School of Management* concludes that heterogeneous groups get better results than homogeneous groups because the resulting tension or discomfort leads to more careful processing of information and a greater spread of opinion.

“...gender diversity in leadership experienced higher return on equity, operating profit, and stock price.”

<sup>(3)</sup> Catalyst Knowledge Center - Women On Corporate Boards Globally [www.catalyst.org/knowledge/women-corporate-boards-globally](http://www.catalyst.org/knowledge/women-corporate-boards-globally)

<sup>(4)</sup> McKinsey Global Institute Report [www.mckinsey.com/global-themes/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth](http://www.mckinsey.com/global-themes/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth)

<sup>(5)</sup> The 30% Club [30percentclub.org](http://30percentclub.org)

<sup>(1)</sup> UN Report: Leave No One Behind - A Call To Action for Gender Equality and Women's Economic Empowerment [hlp-wee.unwomen.org/-/media/hlp%20wee/attachments/reports-toolkits/hlp-wee-report-2016-09-call-to-action-en.pdf](http://wee.unwomen.org/-/media/hlp%20wee/attachments/reports-toolkits/hlp-wee-report-2016-09-call-to-action-en.pdf)

<sup>(2)</sup> United Nation's Sustainable Development Goals - [www.un.org/sustainabledevelopment](http://www.un.org/sustainabledevelopment)

“...having at least 30% of women adds 6% to net profit margin.”

## Global Progress

Since 2004, Egon Zehnder<sup>(6)</sup> has tracked gender diversity through the Global Board Diversity Analysis (GBDA). Gender parity in the global boardrooms continues to show progress albeit slowly. In 2016, 19% of seats on the boards of some of the world's largest companies were held by women, which is showing an improvement, up from 14% in 2012. Interesting 3% of this growth has happened in the last 3 years. At these growth rates true gender parity is years away making the 2030 goal seem impossible to achieve. The US is actually falling behind and showing a stagnant growth in gender diversity on boards. A new movement called *Paradigm for Parity* is pushing to support the 2030 agenda. They have launched their *5-point action plan* to bring about change.

New data from the *Peterson Institute for International Economics* and *EY* bolsters that case. The groups *analysed results from 21,980 global, publicly traded companies*, in 91 countries from various industries and sectors and showed that having at least 30% of women adds 6% to net profit margin.

## Japan

2013, the Government of Japan said it wanted to cultivate the power of women as the greatest potential for the growth of the Japanese economy, and further strengthen cooperation with the international community as well as assistance to developing countries with the belief that creating “a society in which women shine” will bring vigour to the world.

Japan's efforts to bridge the gender divide have failed to translate into substantial change, with the nation sliding to 111th in a global inequality ranking report. The Global Gender Gap Report 2016, an annual benchmarking exercise by the World Economic Forum (WEF), found that despite Prime Minister Shinzo Abe's push for women to play a greater role in society, the nation had done little to make more use of its female talent since its ranking at 101st last year.

## Tech Sector Progress

Corinne Moss-Racusin, a social psychologist at Skidmore College launched her *research on gender bias among STEM faculty*, including an experiment that had scientists evaluate identical resumes of a candidate named either “Jennifer” or “John.” This research demonstrated how implicit gender bias can lead to discrimination against women and men, especially in the workplace.

The tech sector has its own pernicious problems, which create a fundamental barrier to progress. Women make up an even smaller share of IT graduates that translates to even smaller numbers of women working in the tech sector. This in itself feeds a more worrying issue. As machine learning advances, *if the code is being written by a mostly male population – will that code build in more unconscious bias?* For example, Apple's Health Kit was widely criticised for not featuring women's health. Without gender diversity companies lose a whole host of different perspectives and creativity, which can in turn impact on their financial performance as they fail to meet the needs of their consumers. In Fintech, a sector acclaimed for its innovation and talent, the gender diversity figures make for shocking reading. There is only one female chief executive across Europe's top 50 Fintech companies, while women hold less than 5% of executive roles.

“There is only one female chief executive across Europe's top 50 Fintech companies.”



<sup>(6)</sup> 2016 Global Board Diversity Analysis - [www.egonzehnder.com/GBDA](http://www.egonzehnder.com/GBDA)

# Business Drivers for Fujitsu

Fujitsu has compiled this report to help articulate the business case for tackling gender inclusion, to help communicate what it is doing and why it is taking action. In designing a gender strategy Fujitsu has sought to address the issues raised by much of the external research and that manifest themselves inside Fujitsu.

The long-term vision for Fujitsu must be 50:50 by 2030. In the shorter term we must be working actively towards this goal. We aim for 30% of our workforce to be female by 2020.

The strategy must be driven by engaging the best female talent, to support our business growth agenda. We must be working now to help educate girls into STEM subjects to ensure the tech sector and Fujitsu has a female talent pipeline. We must ensure we have all the right factors in place to create an inclusive culture where women want to work and are able to succeed.

The strategy will be delivered by focusing on 4 key areas:

## 1 Pay Parity

The gender pay gap has been proven to be costing the economy millions of pounds. The gender pay gap has persisted globally, nationally and inside Fujitsu. It is time to take action to achieve pay parity. For Fujitsu this means being able to interrogate robust data, identify what the root causes are and to implement actions to reduce the gap. We must ensure any suspected claims on equal pay are investigated and resolved quickly. We will be a thought leader on gender pay. We will make this a central theme in building our reputation.

## 2 Inclusivity

Companies with inclusive cultures have lower turnover. In a recovering economy, turnover is becoming more front-of-mind for business leaders. Studies during the recession showed a staggering percentage of employed people (particularly Millennials) had the intent to look for a new job when the economy improved. For Fujitsu having a reputation for being a good place to work for women will reflect in our recruiting talent from today's diverse hiring pool. Inclusivity and **Engagement** has been convincingly linked with productivity, profitability, employee commitment and retention. Diversity can help the bottom line, and diversity is sustainable only in an inclusive culture. We will work to ensure our recruitment; training, development and career progression plans are free from gender bias.

## 3 Reputation

According to Catalyst, women are nearly half of the workforce and hiring pool. According to the U.S. Department of Education, women earn more undergraduate and graduate degrees than men. The pool of educated workers has and will continue to have lots of women. For Fujitsu we must have an authentic brand reputation that women want to work for. To have the most skilled and talented workforce, a business must attract and retain women as well as men. The strategy must be able to reach out to the widest possible talent pool and be able to convince women that Fujitsu is a brand they can trust.

## 4 Education

We will work externally to create opportunities for girls in STEM subjects. We will use positive role models and support activities that encourage girls to pursue a career in IT. We will aggressively pursue gender parity in our apprenticeships and graduate pipelines. Internally we will use unconscious bias training and gender specific training to help create inclusive cultures and ensure our policies are barrier free.





## Fujitsu Gender Goals – 2020

### D&I Vision

*We believe in the power of human difference to create a better future in a digital and diverse world.*

- Fujitsu UK&I is the place where women come to succeed

### Ambition

- To become a Times Top 50 Employer for Women by 2020
- To achieve 30% female employment rate by 2020
- 50% female junior talent (Grads & Apprentices)
- 40% female permanent recruitment hires
- 25% women in senior management
- 30% women in sales
- 20% women in technical roles
- Reduce the gender pay gap year on year currently at 17.9%
- Conduct annual equal pay audits and ensure any issues are addressed.

### Measuring Success

The Times Top 50 goal underpins Fujitsu's ambition in the market. Supporting the development of relationships and supporting business growth. It is the UK standard to achieve, demonstrating you are a company where women can succeed. To achieve TT50 status you must evidence success against 16 key areas, supported with a best practice case study. We will track progress against all our ambitions, reporting against a scorecard to the Responsible Business Board.

## Detailed Action Plan

### Parity

- Gender Pay: Complete annual gender pay reports, which identify areas where we need to focus efforts to achieve pay parity
- Equal Pay: Communicate widely the process for dealing with any equal pay concerns.

### Inclusivity

- Business as usual - Identification of opportunities across the organisation (e.g. training, objectives, pay planning, etc.) for embedding of gender diversity goals to assist in the realisation of the overall program aims by giving clear accountability to senior and line management
- Inclusive Culture: Transform the culture in Fujitsu to one that is more inclusive and female friendly. Educate managers on the benefits of having a diverse team and demonstrate the improvements by creating high performing teams. Addressing unconscious bias
- Positive Recruitment and Promotion: We will ensure all of our recruitment processes and materials used to advertise jobs are as accessible as possible. This will be done through implementing processes such as diverse recruitment panels and ensuring job advertisements are worded to appeal to women as well as men
- Flexible Working – Internal and external research has shown us that the ability to work flexibly is regarded as being hugely valuable by both female and male employees. If we're able to offer a market leading approach to flexible working, we will be able to both attract and retain talented people more effectively. Work is underway in partnership with HR to optimise Fujitsu's approach
- Support for Parents and Carers – A large proportion of the people within our organization have parental or caring responsibilities. As such, it's important that we're able to offer support to employees when it comes to balancing these responsibilities with their work life.



### Reputation

- The Face of Fujitsu- Use gender diversity to create engagement opportunities with customers. Attract 30% of registrations to the Women in Technology corporate event programme from significant (ABM) accounts; and match with like-minded women from Fujitsu. Support career progression at all levels to increase women in leadership roles
- Amplify – Through the use of events, communications, women specific surveys and focus groups we want to amplify the voice of the women within Fujitsu UK&I. To help us better understand the enablers for success required and engage our business to help support our women in achieving both their personal, and our business, potential
- Reputation – Engage with other networks and groups to help promote gender diversity. Contribute to Tech UK, Everywoman Advisory Group, 30% Club, BiTC, ENEI, Mercer Vanguard Network, BCS Women. Sharing experiences, resources, events and helping to support the progression of diversity within the UK as a whole. TED Talks and thought leadership papers and speeches
- Female centric career support – Utilising the Everywoman Platform of work books, webinars and events to support career aspirations, work-life balance, network and support. A series of monthly events in partnership with Everywoman
- Role Model Creation – Aim to create short videos of the most successful UK&I women, shared via the women's business network website, to build confidence of women that 'this can be done'. The UK&I has a number of extremely successful women who have likely had the same struggles many current women are experiencing – sharing these and how they are overcome will help build the mind-set that women can progress
- Improve our digital presence - Improve the imagery we use on our website to reflect a better gender balance to the outside world. Enhance our gender diversity intranet pages with more comprehensive, topical and engaging content. Stimulate and participate in a dialogue via blogs and social media to drive positive external perceptions.

### Education

- STEM & Beyond: We will continue supporting educational establishments of all levels in promoting STEM subjects and encouraging girls and women to apply to these subjects. This will be done through volunteer speakers, Tech Hubs, and Technical Partnerships. Working in support of the Fujitsu Schools programme with Fujitsu role models who inspire
- Targeted development- We will focus on some female specific learning and development that underpins our ambition to increase female representation in sales, technical and senior management roles.

## Conclusion

**Having more women in a business or team creates better business results.**

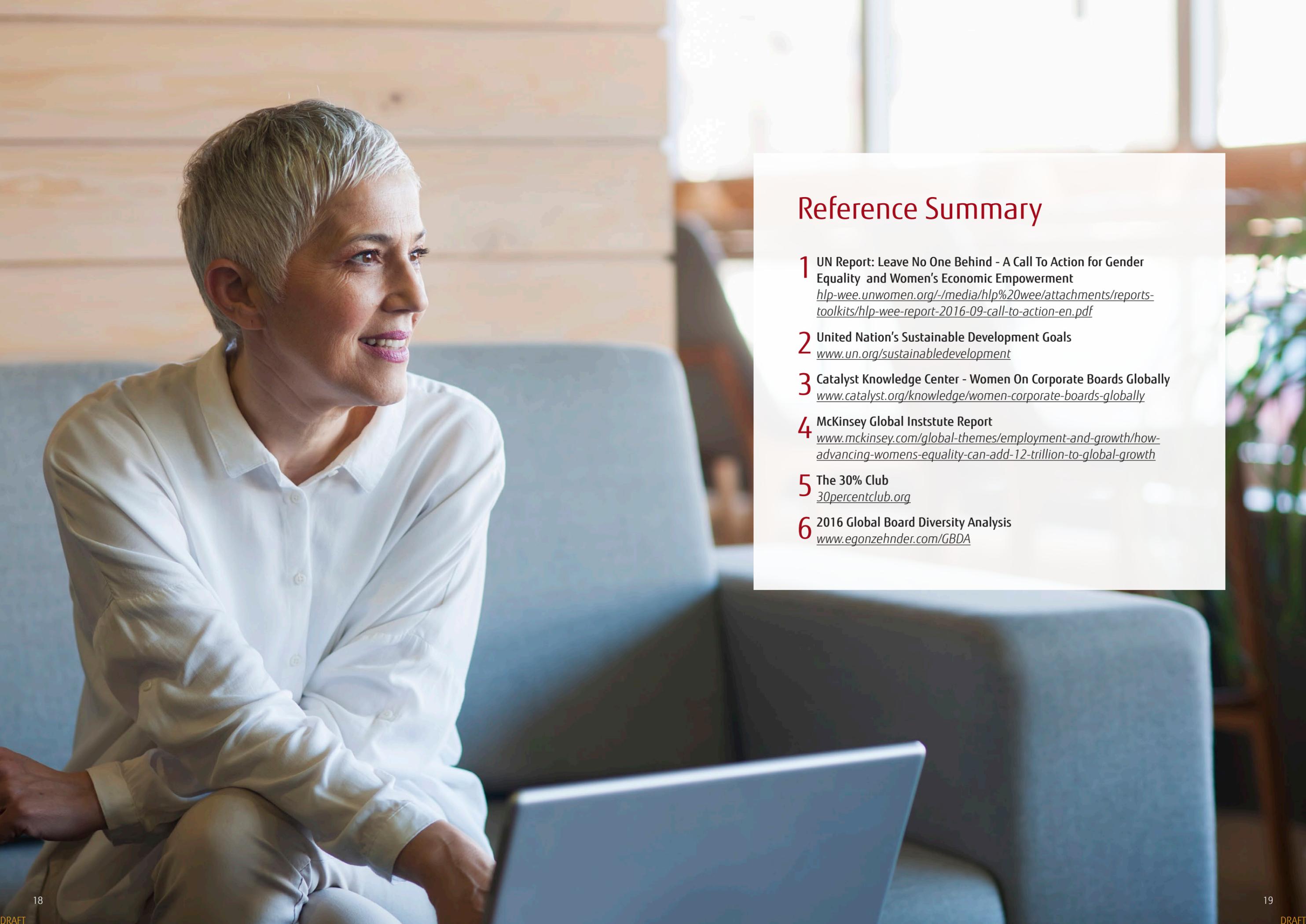
The tipping point for the maximum results is 30%. This formed the basis for Lord Davies ambition in 2010 for 30% of UK Boards to be female and the creation of the global 30% club. This has driven the setting of our short-term vision of 30% by 2020 supporting our longer-term goal of 50% by 2030.

We want a reputation that is respected by female talent as a great place to work. We want to support the creation of a talent pipeline so that women in the future will have access to jobs in the tech sector. We want to make sure Fujitsu is leading the way on gender parity.

Fujitsu is committed to being a responsible business that brings together diverse perspectives and talents in an inclusive environment where all our people can be completely themselves. Inclusion & Diversity underpin our ambition to build a customer focused, agile, innovative and high performance culture. We have a business imperative to attract and retain the best talent and when we have it to ensure our people can be themselves to be the most productive they can be, for us and for them.

Attract » » » Include » » » Retain





## Reference Summary

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