

Human Centric Innovation

Driving a Trusted Future



shaping tomorrow with you

Fujitsu and SME Collaboration Webinar

4th December 2019

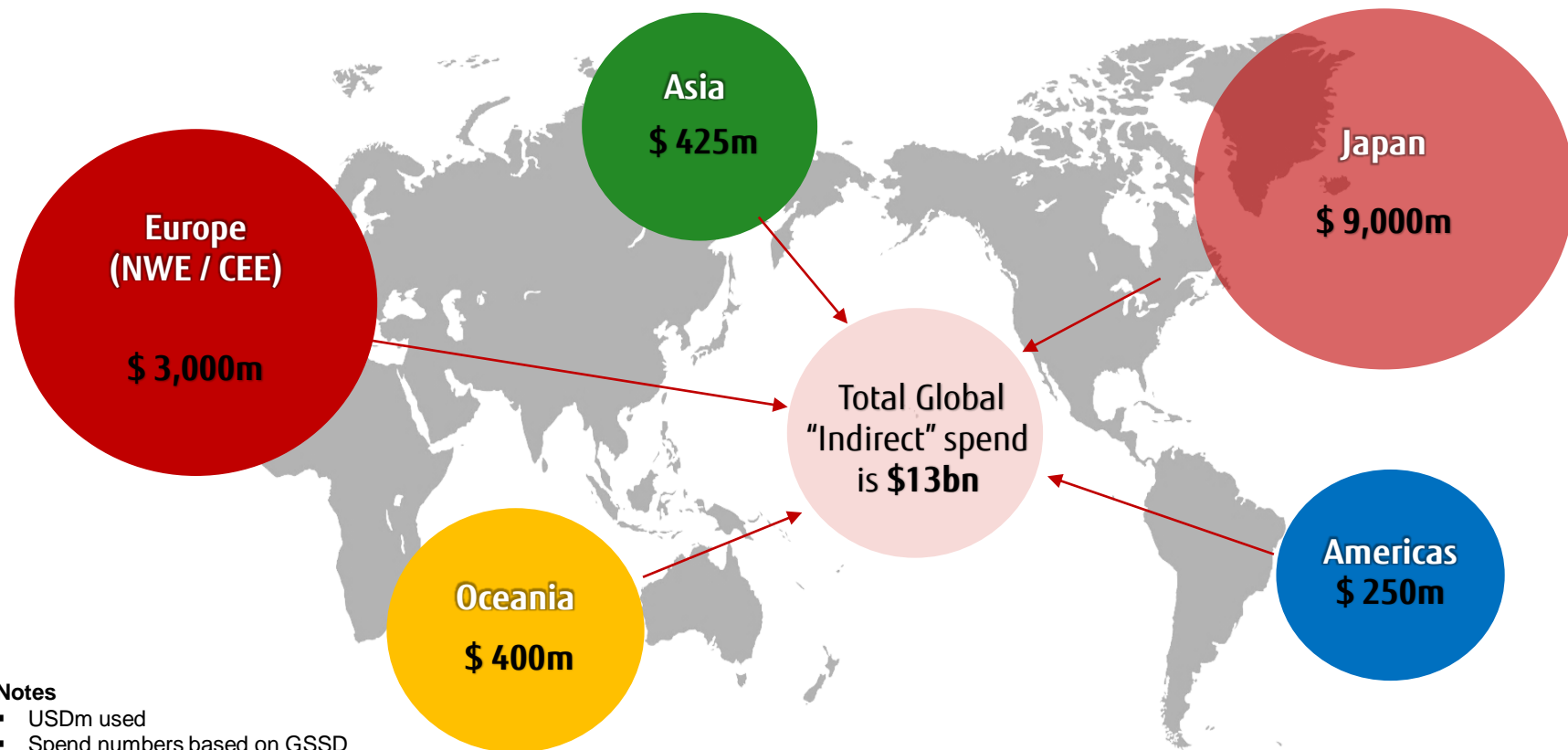
Presenters: Clive Rees, Vice President, International Chief Procurement Officer
Jamie Whysall, Client Executive, Government to Citizen Sector Lead, Public Sector
Simon Head, Head of Health and Safety – Europe, GSDU & Americas
Kevin Collins, Head of Co-creation and Partner Management, North and Western Europe

Introduction



Clive Rees,
Vice President, International Chief Procurement Officer, Fujitsu

One Global Procurement Third Party "Indirect" Spend by Region in FY 2019



Notes

- USDm used
- Spend numbers based on GSSD

Global Supply Chain Unit (from October 1st, 2019)

Head of Global Supply Chain Unit

Takashi Yamanishi

Deputy Head : Masatoshi Tada
Deputy Head : Clive Rees
VP : Fleur Copping

Attila Vigh (GDT)
Bernd Reith (Process / Consulting)
Kay Liu (Taiwan IPO)

Senior Director Masuo Kitamura

Supply Chain Strategy Planning Senior Director Kojirou Nakamura
Aki Iio

Infrastructure Enhancement Senior Director Shuji Hirose
Koichiro Matsuzaki

Alliances Unit Fleur Copping

Alliances (Japan) Koichi Hirota

Europe Paul Kember

Americas Yoichi Murakami

Service Unit Takashi Yamanishi

Global Front Purchasing (acting) Satoshi Fukutani

Global Partner Purchasing Satoshi Fukutani

Software Products Operation Mitsuhiro Onuki

Product Unit Masatoshi Tada

Global Products Purchasing Yasuhiro Hanaki

Network Products Supply Chain Management Mikihiro Inoue

Platform Products Supply Chain Management Koji Hirashima

Logistics Planning Tatsuya Yamaguchi

FTS SCM/Global Sourcing Stefan Herles
Monica Stadler

IT Service Unit Takashi Yamanishi

Solution Partners Purchasing Hiroyuki Arima

Infrastructure & Services Unit Takashi Yamanishi

Infrastructure & Services Purchasing Masatoshi Seguchi

Region International CPO Clive Rees

Europe Clive Rees

Americas Clive Rees
Director David Stanger

Asia Kei Nakashima

Oceania Supply Chain Payam Rahimi

Fujitsu Procurement Service Ltd. Kenji Matsuo

Operation Center Minoru Masatomi

Tokyo IPO Kenji Matsuo

Procurement Mission & Goals FY 2020



Mission FY 2020:

... Procurement's mission is to help to deliver Fujitsu's business model as a DX company across the globe

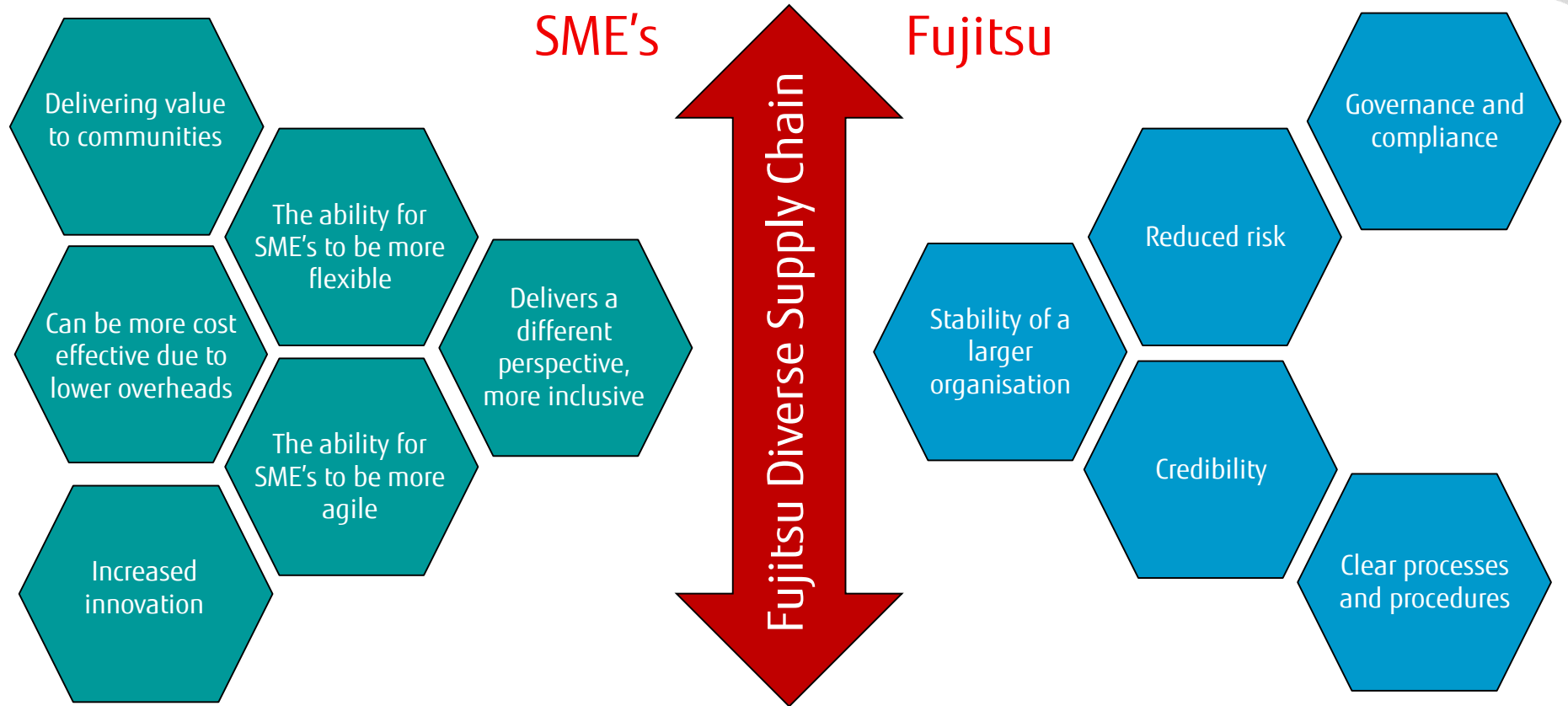
What drives our Procurement?

Based on demand from the business, through tender processes. We support the business!

Goals:

- Deliver best value to the business
- Partnering with the business and closer alignment with key internal clients
- Supporting Fujitsu's digital transformation agenda and Human Centric Innovation: "Driving a Trusted Future"
- Leveraging data and pushing innovation with suppliers to help Fujitsu's growth
- Automate operational/tactical Procurement processes so can have a greater focus on strategic conversations
- Proactive risk management in responding to market uncertainty
- To ensure our responsible business credentials are upheld with our third parties
- Appropriate compliance/governance on the third party due diligence process and third party risk

Diverse Supply Chain



The Journey



❑ Journey to date

- Implemented a SME friendly onboarding process
- Created a Responsible Procurement Charter
- As signatories to the Prompt Payment Code, we have introduced 30 day payment terms for SME's
- Generation through innovation

❑ Ongoing engagement

- Enable open communication to remove barriers and improve efficiency with trading relationships
- Leverage technology to deliver similar results to the previous SME roadshow events held
- Considering ideas on how Fujitsu can further support SME's

Introduction to the Fujitsu presenters



- Jamie Whysall, Client Executive, Government to Citizen Sector Lead, Public Sector
 - *Fujitsu's Public Sector business*

- Simon Head, Head of Health and Safety – Europe, GSDU & Americas
 - *Transforming International Occupational Health and Safety*

- Kevin Collins, Head of Co-creation and Partner Management, North and Western Europe
 - *Co-Create to Innovate*

Fujitsu's Public Sector business



**Jamie Whysall, Client Executive, Government to Citizen Sector
Lead, Public Sector, Fujitsu**

Central & Regional Government Market

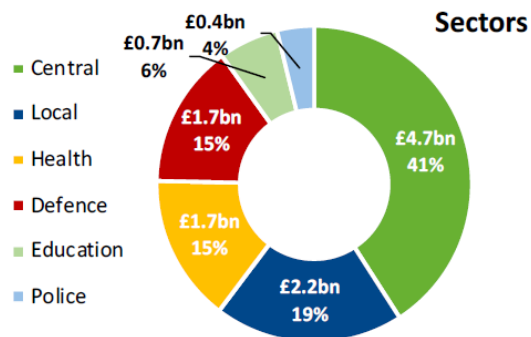


Figure 2. Market Size Subsector Splits

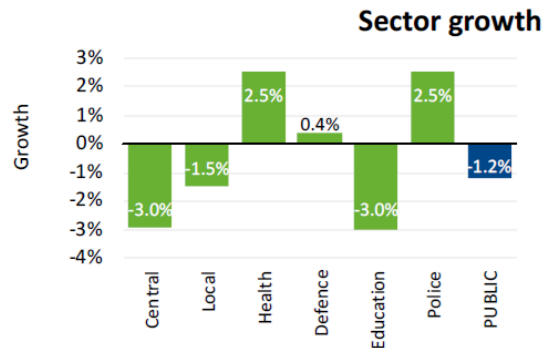


Figure 3. Subsector Growth 2016 to 2017

“As we enter 2019, the uncertainty of Brexit continues to weigh heavily on central government opportunities; financial challenges are intensifying in many areas e.g. local government and education; contract disaggregation and changes to public procurement mean outsourcing deals of any scale remain rare; and skills shortages continue.” TMV

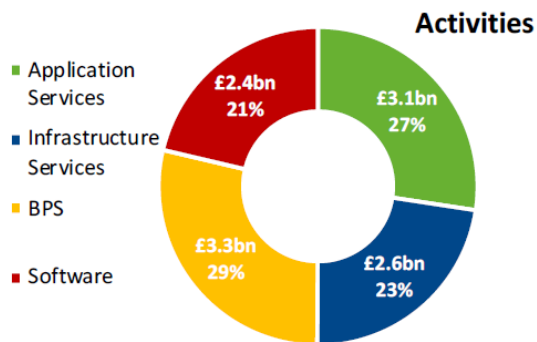


Figure 4. Market Size Activity Splits

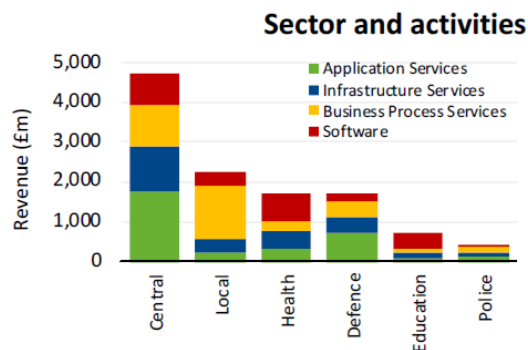
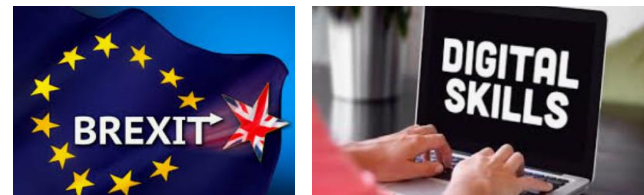


Figure 5. Market Size Activity / Subsector Splits



Fujitsu UK&I size 2018 £1.5bn



Defence & National Security



Public Sector



HMRC



Ireland



c. £800m

Transport & Logistics



Financial and Insurance



Post Office



Retail, Hospitality & Telcos



Manufacturing, Utilities and Services



Public Sector

**Defence &
National Security**



Public Sector



HMRC



c. £800m

Government
to Citizen

Policy &
Regulators

Law &
Order

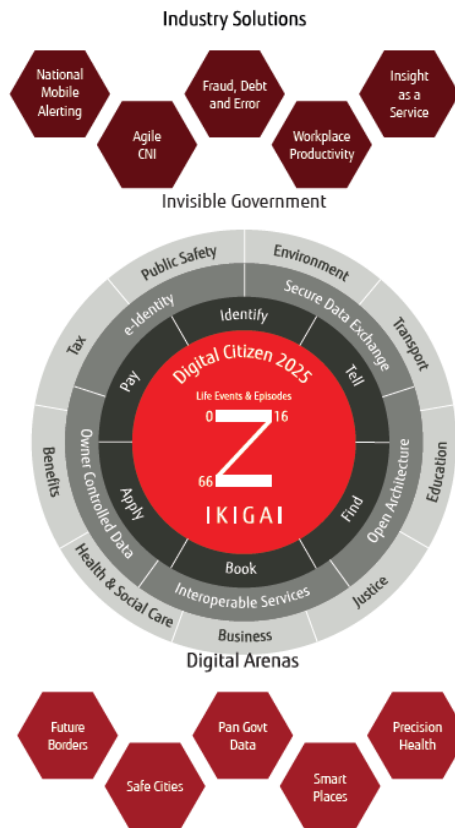
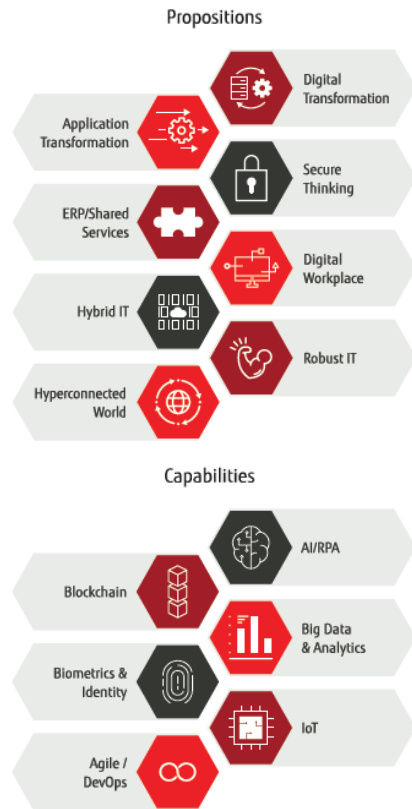
Government
to
Government

Devolved

Vision - Making Public Services Simpler & Better



Citizen Z – Simpler Better Government



Citizen Z in action



SUPPORTING
5 MILLION PEOPLE



AND



1.2 MILLION PROPERTIES
IN FLOOD RISK AREAS

 **ONLINE REGISTRATION SERVICE**
ALLOWING CITIZENS TO REGISTER FOR FLOOD ALERTS THEMSELVES

AUTOMATICALLY OPTING IN CITIZENS IN HIGH RISK AREAS

AND PROVIDING AN OPT OUT OPTION WHENEVER THEY CHOOSE



Citizen Z in action

How can we leverage technology to improve the individuals experience in returning to work after a major life changing event or episode?



Transforming International Occupational Health and Safety

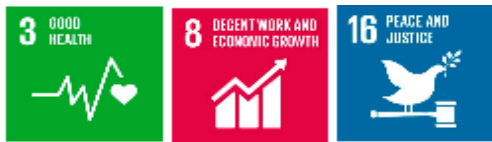


**Simon Head, Head of Health and Safety – Europe,
GSDU & Americas, Fujitsu**

MSc Occ Health CFIOH MIIRSM EurOSHM

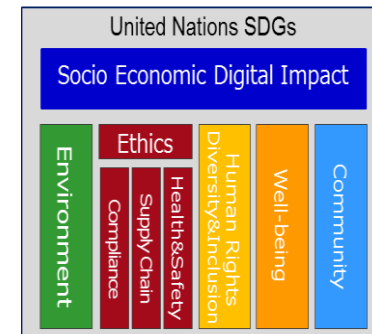
Global OH&S and UN Sustainable Development Goals

UN Sustainable Development Goals for Health and Safety at the Workplace



Global OH&S Responsible Business Pillar Goals and Ultimate Aims

- To create a culture which is intolerant of accidents, incidents and poor safety performance;
- Global level 'Occupational Health & Safety' review to international standards including communication campaigns annually, taking into the consideration the situation in each countries. (e.g. Country legislative requirements, Regulations, Customer Expectations, Fujitsu Standards, and Training programs for employees)



Our Vision

Short-term Goal to be achieved by FY2020

The Fujitsu Group will maintain a safe and comfortable working environment, and promote employees' mental and physical health in every work place.

KPI:

- Severe work-related accidents (zero accident) and to create a culture which is intolerant of accidents, incidents and poor safety performance.
- Achieving global health and safety management review to ensure complying local law, employee training, awareness-raising actions for health and safety in each region (once/year).

Strategic Goals – Winning in Safety and Health



- Transforming Safety can only be achieved with leadership team commitment ✓
- [OH&S policy](#) ✓
- Launch Communications ✓
- OH&S Portal ✓
- Migration to 45001 achieved ✓
- Adoption and launch of a new Safety Management System ✓
- New OH&S applications ✓
- Occupational Health and Safety Curriculum ✓
- Legal registers ✓



Our Vision

<p>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.</p>	
<p>Corporate Vision</p>	<p>Global Citizenship We act as good global citizens, attuned to the needs of society and the environment.</p> <p>Customer Centric Perspective We think from the customer's perspective and act with sincerity.</p> <p>Forehand Understanding We act based on a firsthand understanding of the actual situation.</p> <p>Spirit of Challenge We strive to achieve our highest goals.</p> <p>Speed and Agility We act flexibly and promptly to achieve our objectives.</p> <p>Teamwork We share common objectives across organizations, work as a team and act as responsible members of the team.</p>
<p>What we strive for:</p> <p>Society and Environment In all our actions, we protect the environment and contribute to society.</p> <p>Profit and Growth We strive to meet the expectations of customers, employees and shareholders.</p> <p>Shareholders and Investors We seek to continuously increase our corporate value.</p> <p>Global Perspective We think and act from a global perspective.</p>	<p>Principles</p>
<p>What we value:</p> <p>Employees We respect diversity and support individual growth.</p> <p>Customers We seek to be their valued and trusted partner.</p> <p>Business Partners We build mutually beneficial relationships.</p> <p>Technology We seek to create new value through innovation.</p> <p>Quality We enhance the reputation of our customers and the reliability of social infrastructure.</p>	<p>Code of Conduct</p> <ul style="list-style-type: none"> ■ 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.

FUJITSU Way

Our Ultimate Aims:

To create a culture which is intolerant of accidents, incidents and poor safety performance;
 Ensure safety is a core business value; Make safety important and personal in order to influence peoples decisions and behaviour;
 Eliminate all preventable illnesses, injuries and business losses due to unplanned events throughout our operations and premises.

Our Values



Leadership and Participation



We provide a common framework for health and safety management at all levels within our organisation, which adopts best practice.

Planning



We manage the effective identification, measurement and control of risk and ensure that this is at the centre of our management of health and safety issues.

Resources and Competence



We allocate appropriate resources to ensure the effective implementation of Policies. We provide employees with Health, Safety and Welfare support through professionally resourced health, safety and worker support services.

Information and Communications



We promote a business culture that gives a high priority to the health, safety and wellbeing of workers and we are committed to the prevention of injury and ill health.

Operation Planning and Control



We manage health and safety risks actively and effectively. We promote positive attitudes that identify and reduce risks in order to provide and maintain a safe working environment for workers and the wider community in which they interact.

Performance Evaluation and Improvement



We monitor, evaluate and continuously improve our performance in health and safety.

Evaluation of Compliance



We comply with, and where practicable exceed the requirements and targets set by existing health and safety regulations and plan ahead for future compliance.

Changing the Way we Work

Safety and Health questionnaires sent to In-Country leads across Europe, GSDU & Americas

Occupational Health and Safety Gap analysis completed

- No certified management system in place
- Limited and missing key risk assessments
- Documented evidence of Emergency arrangement controls missing
- Contract Service provider pre-qualifications absent
- OH&S core skills training inconsistent or absent
- Documented evidence of statutory Facilities management missing
- DWS Delivery technician documentation, equipment standards and inspections absent
- External Consultancy used for OH&S
- Legal registers absent

**Standardize and simplify
processes across countries
and borders**



**Innovate and co-create
with our customers**

Introduction to ISO 45001

■ New International Standard for Occupational Health and Safety Management Systems

The world's first occupational health and safety international standard has now been released. ISO 45001 is intended to help will help organizations to provide a safe and healthy workplace for our workers and other people, prevent work-related injury and ill-health as well as continually improve OH&S performance.

■ What will the anticipated benefits be to Fujitsu?

ISO 45001 brings occupational health and safety management and continual improvement into the heart of our organization. This new standard is an opportunity for us to align our Global Responsible Business OH&S Goals and Business strategic direction with our OH&S management system – a lot of work has already been completed by the OH&S in preparedness for applying for this new standard.

■ The key clauses in the standard are as follows:

- Context of the Organization
- Leadership and Worker Participation
- Planning
- Support
- Operation
- Performance Evaluation
- Improvement



ISO 45001:2018

Benefits to Certification

By following a systematic standard for your occupational health & safety protection, risks can be identified and eliminated or minimized before they can become hazards.



45001 Key Differences to OHSAS 18001

- **Strategic OH&S Management**
 - Alignment of policy and related OH&S objectives with our organizations strategic direction
- **Leadership and Culture**
 - To ensure the success of the system, a new clause has been added that assigns specific responsibilities for those in leadership roles
- **Risks and Opportunities**
 - Risks and opportunities should be assessed using an appropriate method
- **Consultation and Participation**
 - These terms were not defined in 18001, and have significant implications especially around participation
- **Communication**
 - The development of communication process(es), with equal emphasis on internal and external communications
- **Documentation and Processes**
 - ISO 45001 uses the term 'documented information', instead of 'documents' and 'records'. Where OHSAS 18001 referred to 'records' this is now expressed as a requirement to '**retain**' documented information
- **Management of Change**
 - Now has its own clause and makes them more explicit, new process, requirements to review consequences of unintended changes, addressing changes in knowledge or information about hazards, and developments in knowledge and technology
- **Outsourcing**
 - More explicit requirements defined included the type and degree of control to be applied within the OH&S management system.



OH&S Services Infographic



Winning in Occupational Health and Safety

Moving from strength to strength



Fujitsu | Ask Safety

ServiceNow Incident management system and additional modules for:

- Incident Management
- Frequently Asked Questions
- Workplace Checks and Controls
- Legal Registers
- Workplace Adjustments
- Raising a Safety Concern
- Consultations
- Audit and Inspections
- Workstation Assessments



Dedicated Health and Safety resources



Incident Management System



e-Learning modules



Leadership commitment

Fujitsu Occupational Health and Safety boasts leadership commitment with significant investment for safety and regular management reviews



Safety Systems Integration



Client Support Services

To create a culture which is intolerant of accidents, incidents and poor safety performance; Ensure safety is a core business value; Make safety important and personal in order to influence people's decisions and behavior; Eliminate all preventable illnesses, injuries and business losses due to unplanned events throughout our operations and premises



Occupational Health and Safety eLearning

Available in 6 languages and released to over 20,000 employees

Making education fun!

We've created a behavior based game to bring safety training to life and introduce competition between business units

M&EBUSINESS



Dedicated International Occupational Health and Safety Resource

ISO 45001 certified safety management system with online legal registers for over 30 countries

Line Manager modules



We provide support services internationally for works in safety critical environments



M&EBUSINESS



Fujitsu | Ask Safety



Winning in Occupational Health and Safety
Moving from strength to strength

www.fujitsu.com/uk/about/local/corporate-responsibility/



Contact

Simon Head
Tel: +44 (0) 7968 894 114
Email: simon.head@uk.fujitsu.com

Contract Service Provider Vetting



- In recognition of Fujitsu legal and moral obligations, Fujitsu needs to ensure that contractor service providers have and maintain suitable and sufficient health and safety arrangements, for all works carried out on our behalf. We are writing to all Fujitsu contractor service providers to let you know that we are introducing a new contractor service provider pre-qualification scheme that has been adopted by Fujitsu.
- In our efforts to continually improve safety performance and ensure our working environments are safe for our workers and contract service providers, we have entered into partnership with Avetta. Avetta are a leading, global provider of pre-qualification and compliance management services recognized as a safety scheme in procurement (SSiP) and they will be supporting Fujitsu in assessing the health and safety provisions of all of our contract service providers.

What is a Contract Service Provider?

- Any Company, individual or organization that provides a service that requires a physical presence on a Fujitsu site or operation. The type of work they carry out can include, for example, any works that are classified as construction, maintenance works, cleaning, catering, window cleaning, fire alarm maintenance, electrical maintenance, grounds maintenance, communications room works, civil works, cabling and works involving the use or maintenance of lifting equipment (non-exhaustive list).
- We place great value in the support that our contract service providers give us and, we want to continue to employ the best contract service providers available who share in our commitment to safety and wellbeing.
- The Fujitsu partnership with Avetta launched in March 2019 so we are asking all of our contract service providers to register and begin the assessment process as soon as possible after this date.



Case Studies, Publications & Awards



FUJITSU ACHIEVE GLOBAL ISO 45001 CERTIFICATION



Left: Business Process COE, NAO 1500 and Simon Head, Fujitsu as Head of Health and Safety

Global achievement
Fujitsu, with over 140,000 employees in more than 100 countries, applies its own core values of commitment and the environment to sustain a higher focused workforce safety philosophy. This translates into an organisational culture that is inherently resilient to accidents, incidents and poor safety performance.

140,000 EMPLOYEES 100 TERRITORIES

Fujitsu's ability to standardise
Fujitsu qualified for ISO 45001 standards long before it became a 'new buzz'. As Mike Business' Ben Cooke observes, 'for Fujitsu, traditional OH&S controls such as safety, compliance and normative guidelines are necessary but far from sufficient.'

ISO 45001 requires OH&S 19001 and others over time consistently able to managing prominent risks in both top-level leadership and active workforce involvement.

Implementing this legal framework
Fujitsu utilised ISO 45001 as a route to business wide compliance and over a period of nine months, worked with Mike Business to re-write the management system to address the organisation's legal and language requirements in over 100 territories.

SINGLE GLOBAL LEGAL REGISTER

Partnering with Mike Business (formerly EEF), Fujitsu targeted ISO 45001 as a key benchmark. In early 2019, Fujitsu became the first organisation awarded the new standard by global leading, inspection and certification expert Bureau Veritas to its achievement across its major contributions from Fujitsu's head of health and safety, Simon Head, and Mike Business' legal, safety and sustainability lead, Ben Cooke. Through their partnership, the challenges for certification have been identified, and solutions developed, and not least, lessons learned, and value created.

ISO 45001 GLOBAL ACHIEVEMENT

SINGLE GLOBAL LEGAL REGISTER

MODULAR TRAINING

140,000 EMPLOYEES 100 TERRITORIES

SAFETY PHILOSOPHY

WORKFORCE BEHAVIOURS

FUJITSU BUSINESS MAKE

framework with global applicability and, without such a legal register, we would clearly struggle to implement the standard. So, we commissioned Mike Business to create one."

There was a complex task as the challenge for Mike Business was to coordinate consultants from 20 countries with partner organisation TOP consultants, ensuring they all understood the detail of the framework and could then import detailed information accurately into one system, to be presented back to Fujitsu.

For Simon, the appointment of Mike Business to create a legal register was a natural fit. "We considered various global partners and, after due diligence, chose Mike Business. Their international OH&S track-record, for instance, their partner in whom we could trust to push boundaries and challenge accepted norms and restrictions when working globally."

Transcending cross-site and cultural boundaries
Beyond documenting the necessary legal register, Mike Business' biggest challenge was to help Fujitsu achieve organisational culture change to ensure active standard adoption globally. "We expected there to be differences," adds Simon, "but were surprised at how little OH&S there were across borders and how far we are from a global - even European - profession. This fragmentation formed a major brick to overcome."

The resulting Fujitsu change programme includes:

- Development and promotion of health and safety as a core leadership value and cultural dimension of business strategy

MODULAR TRAINING

WORKFORCE BEHAVIOURS

30+ COUNTRIES

30+ LEGAL REGISTERS

GAMES

MODURNE

THE FUTURE OF WORK

FUJITSU

- ISO 45001 standard management system implemented to create a truly international OH&S platform
- The challenge (game-based learning) which helped cross borders and ease working with feedback has been successful

Succcess through expert managed change
A number of key decisions were made in order to provide consistency and ensure that all business units across the globe used the same terms and language. Fujitsu chose to use the language contained within the ISO standards, for example using 'worker' instead of 'employee' and 'organizational' instead of 'employer'. In using these standardised key terms, everyone at Fujitsu shared the same understanding and this was particularly important with the global roll out of the programme.

Consideration of the language and its interpretation was crucial, however adopting ISO 45001 language was the company-wide standard and enabled the organisation to work towards best practice, creating a cohesive way of working across the entire business, over those business units operating in different countries.

"Unintentionally" concludes Ben Cooke, "ISO 45001 raised the bar on ISO 9001. It brought ethics, strategy and cross-organisational leadership with traditional OH&S concerned with workplace process to principle. Applying with dedication and tenacity, we now have a holistic model."

For Fujitsu, as one of the first global technology businesses to achieve ISO 45001, the programme has generated substantial reputational benefit. By fulfilling the standard's goal of aligning OH&S management systems and business strategy, the value lies in the heart of the business, supply chain and its sustainable competitive advantage.

MAKEuk
The Manufacturers' Organisation

www.makeuk.org/45001

TRANSFORMATIONAL GLOBAL SAFETY
Fujitsu Case Study

30+ COUNTRIES

30+ LEGAL REGISTERS

GAMES

MODURNE

THE FUTURE OF WORK

FUJITSU

CASE STUDY FUJITSU ISO 45001 Transition

Client: Fujitsu
Client industry: Information & Communications Technology (ICT)
Client size: Over 150,000 employees in more than 100 countries
Client profile: Fujitsu Ltd. is a Japanese multinational, one of the largest ICT equipment and service providers in the world. Serving organisations across the globe to advanced technology equipment and services.

BUSINESS CHALLENGE

ISO 45001:2018 is the first international standard to provide a comprehensive framework for management systems addressing Occupational Health and Safety (OHS) issues. It replaces the existing British Standard OHSAS 18001:2007, with a deadline to migrate existing management systems before March 2021.

As an ICT business, Fujitsu has a perception of being low risk in terms of OHS but it has developed an organisational culture that is systematically intolerant of accidents, incidents and poor safety performance. This philosophy is embodied in 'The Fujitsu Way' and the business recognised the value of certification in supporting this commitment to safety.

Recognising that many of its customers operate in high risk and safety critical environments, Fujitsu also identified that developing an OHS management system to ISO 45001 would benefit its customers too.

SOLUTION

To support Fujitsu in achieving and maintaining certification of its OHS management system to ISO 45001, Bureau Veritas provided an outline of requirements and supported in mapping out a migration plan, including gap analysis.

As a result, Fujitsu was the first global technology business to achieve ISO 45001 and one of the first organisations to be awarded the new standard by Bureau Veritas, well ahead of the 2021 deadline.

The Fujitsu ISO 45001 management system was initially rolled out across UK regions and will be extended to Fujitsu's wider EMEA regions in the coming months.



BENEFITS

- Demonstrate leadership and commitment with respect of the OH&S management system
- Development and promotion of health and safety as a core leadership value and critical dimension of business strategy
- Fujitsu can now be confident that there are controls in place for OHS risks and other risks
- The ability to manage OH&S through a central multistate Management System
- Improve OHS performance in alignment with 'The Fujitsu Way', the firm's global ethical culture for doing business
- Support from a global leader in testing, inspection and certification
- Consistency of output from the 3rd party certification body that supports internal Management Information (MI) and process improvement activities across the wider EMEA region



Co-Create to Innovate

Customers markets are changing quickly, the rate of change accelerating and disrupters to industries are some of the biggest drivers for the need for Innovation. How might we collaborate to address our customers most pressing business challenges..?



**Kevin Collins, Head of Co-creation and Partner Management,
North and Western Europe, Fujitsu**

Fujitsu Innovation Principles



The Fujitsu Innovation Service seeks to facilitate, accelerate and enhance co-creation between our customers and our eco-system partners. Through better understanding of the customer business, Fujitsu will deliver benefits such as the sharing of relevant market insights and identification of areas of mutual interest and desirable co-creation. Collaboration with Fujitsu provides insights on partner R&D roadmaps, joint investment in accelerated innovation and facilitated connections with CIO, CTO and specialised thought leaders.



Then we take a customer proposed challenge, or a challenge the market anticipates our customers could face

Lets start by putting the customer in the centre...

Now we're getting the service in motion

'Challenge' is the first of our phases

Then we start engaging our Eco-System; our external partners and internal networks who all pitch in to contribute to the challenge...

Leading us onto the next phase which focuses the ideas

Now we have a pool of focused ideas, we can start developing the ideas

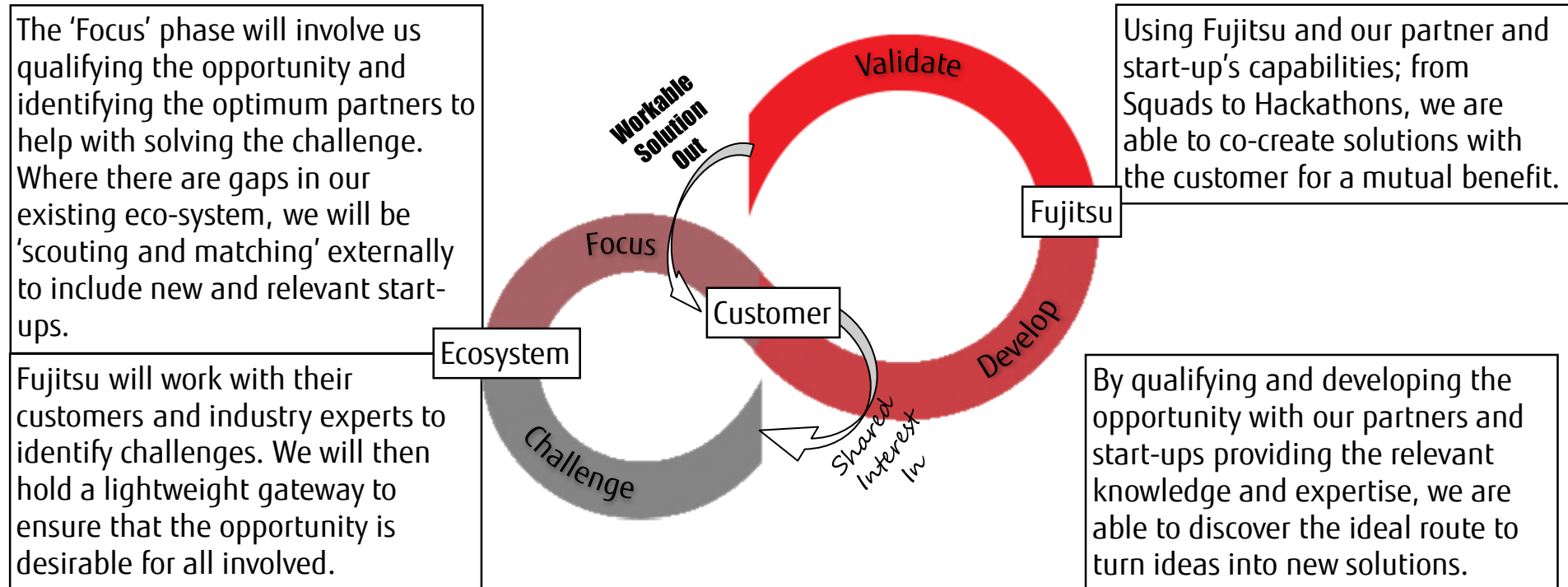
Concluding with the final phase of end-to-end innovation...

As we have an outcome to offer to the customer, before the scale up process can begin.

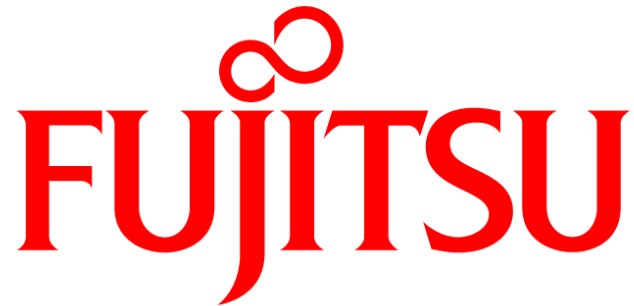
Fujitsu Co-Creation – An explanation



As we have an outcome to offer to the customer, before the scale up process can begin.



Q&A



shaping tomorrow with you