Summary Translation of Question & Answer Session at
Briefing on Fujitsu Activities for Promoting Diversity and Inclusion

Date: September 21, 2018
Location: Fujitsu Headquarters
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Questioner A

Q1: Depending on the measures taken, such as reducing overtime work, it is conceivable that problems could arise in your actual business. As incentives, I think it is important to combine these measures with a variety of HR policies, such as performance bonuses, eliminating an age-based seniority system, giving opportunities for advancement to younger employees, and allowing employees to be assigned to the units where they want to work. Are you promoting such policies? I particularly would like to hear about the policies you have to promote the retention of young employees.

A1: Yes, of course we are promoting such initiatives as eliminating an age-based seniority system, giving opportunities for advancement to younger employees, and allowing employees to be assigned to the units where they want to work. We have discontinued the age-based seniority system. Advancement is based on one's actual ability. In addition to the initiatives I described earlier to promote female advancement, we are also giving opportunities for advancement to younger employees. We have established policies to promote greater job mobility within Fujitsu, such as hearing where employees would like to be assigned, and a posting system to enable units to describe what kind of candidates they are seeking to hire so that they can recruit from that perspective. In addition, from the perspective of diversity, there are policies we are promoting beyond the ones I described today.

It is not just compensation. We are looking at this from multiple vantage points to foster a good working environment, including transforming employee benefits and all kinds of policies. I often hear that it is only after employees leave Fujitsu that they become aware of Fujitsu's good qualities, and it is up to individuals to make their own determinations based on the combination of what Fujitsu offers. It is said that there is less labor mobility in Japan than elsewhere in the world, so it is not necessarily best to focus everything on retaining employees within Fujitsu. Of course we want to retain talented people, but for people who leave and gain all kinds of new knowledge and experience, we also have a program to welcome them back to work at Fujitsu. In an era in which there is increasing mobility throughout society, Fujitsu is also introducing initiatives and structure to promote greater mobility.

Q2: You mentioned that you conduct an employee survey once a year, but what are some of the areas where employees are not sufficiently satisfied?

A2: We have received outside evaluations that our various policies and programs for employees are relatively comprehensive. Despite this, information on how best to use the policies has not sufficiently penetrated the organization. For example, if you have a baby, what combination of policies should you use, and how much leave can you take? I think we need more frequent

internal messages to employees to promote existing resources, along with examples of how to use our policies.

Questioner B

Q1: How many phases are there to Fujitsu's approach to diversity and inclusion? Where are you now, and where do you ultimately seek to be?

A1: It's important to be an organization that provides an environment where employees can perform at their full potential. By positioning respect for individuals at a company's foundation, corporate cultures that can embrace diversity will generate innovation. At times, various people will come together for discussions to launch a business, and at times it will be the same efficient way of doing things we have used up until now, in which the people advancing a business face the same direction and plow ahead at full speed. Basically, we want to create an environment that elevates employees to a position where they can perform at their full potential.

Q2: Do you have any examples of where innovation was generated?

A2: It is difficult for one person to generate innovation working alone. New insights are born from the interchange of diverse knowledge. I think that in order to create innovation, we will find that we will be able to do something by moving beyond the single entity of Fujitsu in order to co-create with customers and other industries, encountering the knowledge and ideas of people from other entities.

Q3: As you are working to transform the ways you work, do you have a system for feeding back insights into business solutions, as an ICT vendor?

A3: At our Digital Transformation Centers, we have a space for conducting workshops on transforming the ways people work. Employees in this space are dedicated to promoting this theme through their work. When thinking about how to deliver on customer needs, we may be able to deliver one of Fujitsu's solutions, or we may need a more sophisticated solution. I think that the most persuasive method is to be able to propose something to the customer that we have already implemented internally, and which we thought was good.

Questioner C

Q1: With regard to your direction for diversity and inclusion, how do you ensure consistency across the Fujitsu Group? Also, how much freedom is preserved for various companies, and how do the various regions regard the example set by Fujitsu (in Japan)?

A1: With regard to global operations, I can say that there is freedom, but we do hold regular conversations with each region. In Europe, in a certain sense, diversity is extremely progressive. Japan is still thinking of the advancement of women in terms of numbers of people and composition ratios, but in the UK, they have moved beyond that to eliminating the gender pay gap, with the goal of having no difference in the salaries paid to men and women across the company as a whole. I thought that if you were the same grade, you would receive the same pay, but actually that is not the case. If there are more men in the upper levels, this creates a gap in pay between genders. The current situation in Europe is that they are working to make things

equal within each level. In this way, we conduct regular conversations with the regions, introducing best practices to one another, and sharing concerns. There is not yet a sense of uniformity, and it needs to be done more systematically, so we are currently in the midst of discussions about that.

Q2: I'm also a woman, but how would you articulate the benefits of using a lot of women? You have explained that you want to raise the ratio of women in the company to 20%, but how will that correlate to Fujitsu Limited's profits?

A2: I have been part of the Diversity Promotion Office for a year and a half, and while this was something I also didn't initially understand very well, if you consider global trends in demographics, birthrates are falling and the population is aging in many parts of the world. We are told that young people will become an increasingly smaller part of the population. What will happen to Japan's industries if we do not utilize women and seniors? Our personnel structure is assuming an entirely different form, and I think it is self-evident that if we continue with the same ideas and ways of thinking we have previously relied on, our current operations will become untenable. I think in the current situation in Japan, the question is not *why* women. We are becoming a society where everyone will need to be put to work in the same way, so in that sense, rather than talking about benefits, I personally think that companies that do not respond to this situation have no future.

Questioner D
Q1: You said that you have been responsible for diversity since last year, so what sort of goals have you set in that past year? Also, could you tell us to what degree have you achieved them, and how diversity has changed in the year you have been in charge.

A1: I personally had a great deal of previous experience in business units, and so when it came to what a corporate department could do, while you could also do things with systems and rules, ICT, and facilities, I felt that the most important factor was to what degree to which they had actually had buy-in on the front lines of business. It is difficult to grasp how much things have changed on the front lines, what the indicators are, and in what ways they have changed, but I wanted to put my effort and focus on bringing these to the front lines. I focused on efforts to see these things for myself, directly asking women what their own sense of things was, including going to meetings such as the Female Leader Development Program and asking whether they thought Fujitsu was an easy place to work. I would have the women raise their hands, and then could see that, either the changes were still insufficient, or that some people thought that it was a fairly easy place to work. I could ask their views directly. Or, when I would be speaking with senior executives, I would focus on making diversity and inclusion a natural, pervasive part of work on the front lines. What I felt was unfortunate throughout the year was that, being in a corporate department, there were times when it was difficult to hear voices from the front lines talking about what their issues were. I would like to be able to gather up those voices and think about various ways to help them. It really is the case that when I was on the front lines, I could hear the latest situation on the ground, and I was able to hear specific issues, but with the change in position, I am not really able to gather these concrete voices. While we have received outside evaluations saying that this is a company that is easy to work for, we have also seen some people within the company saying "really?" in response. I think the issue for us is in shrinking that gap.