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# Efforts to Promote Female Advancement at Fujitsu

March 8, 2016

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# DIVERSITY PROMOTION AT FUJITSU

# Diversity & Inclusion (acceptance of diversity) policy in the Fujitsu Group



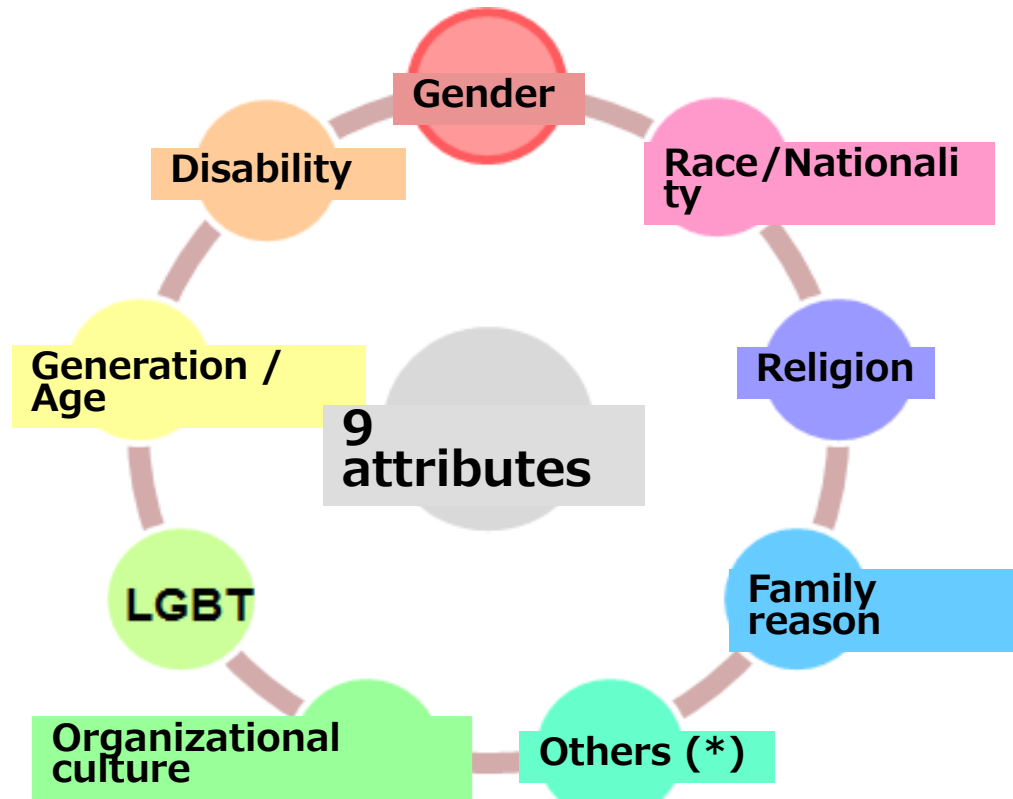
The Fujitsu Group focuses on the following nine target attributes to achieve three objectives to promote Diversity & Inclusion (acceptance of diversity) and leads them to enhancement of corporate competitiveness.

3 objectives

Creation of innovation

CSR implementation

Compliance



(\* ) Attributes according to circumstances of each region

By prioritizing objectives and attributes in accordance with the situations of each country, area, and company, the target is set for diversity promotion.

# Fujitsu's Aspirations for Diversity & Inclusion

*~towards Diversity-Driven Innovation~*

## 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.

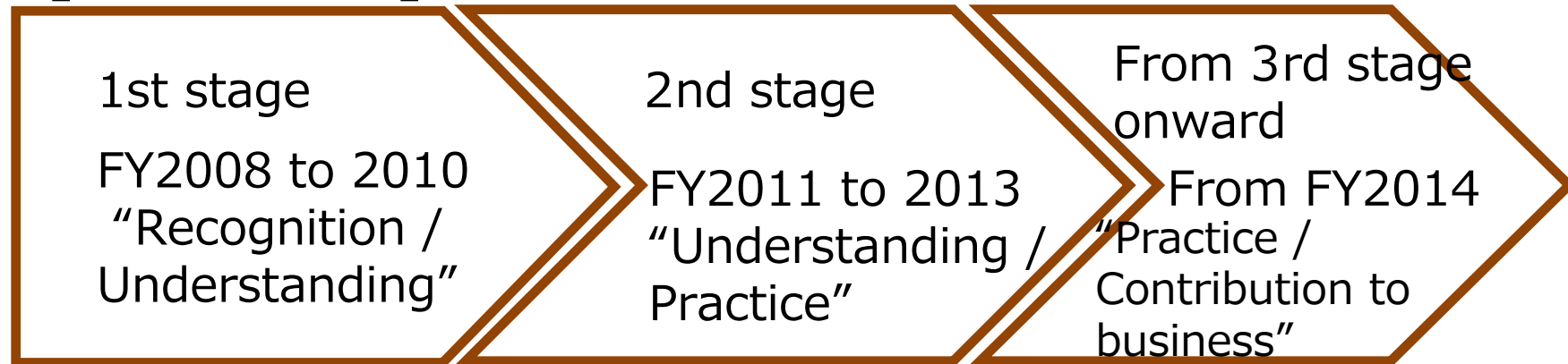
## Improving corporate competitiveness and growth

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.

# Milestones and three key activities

## [Milestones]



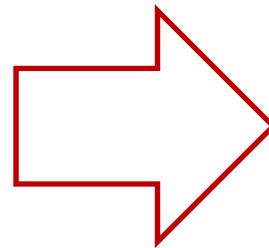
## [4 items to be addressed]

Management of bosses

Work environment

Consciousness of  
Individual employees

Work/life balance



## [3 key activities]

Reformation of  
organizational culture

Support of individual  
empowerment

Reformation in work style

# Schedule in FY 2015



## Reform of mindset and culture in the organization

- Companywide diversity promotion forums
- Surveys concerning diversity
- Communication of Top Message from the management
- Workplace management training
- Support for initiatives at all workplaces
- Sharing information amongst Group companies in Japan and overseas

## Support for individuals' success



- Networking events (People with disabilities, employees caring for children, supervisors managing employees caring for children)
- Introduction to role models
- Cross-industry networking events
- Female Leadership Development Program, Career Development Seminar, Diversity mentors; etc.

## Reform of working style

- Theme-specific forums (balancing work with child care, nursing care, etc.; reform of working style; etc.)

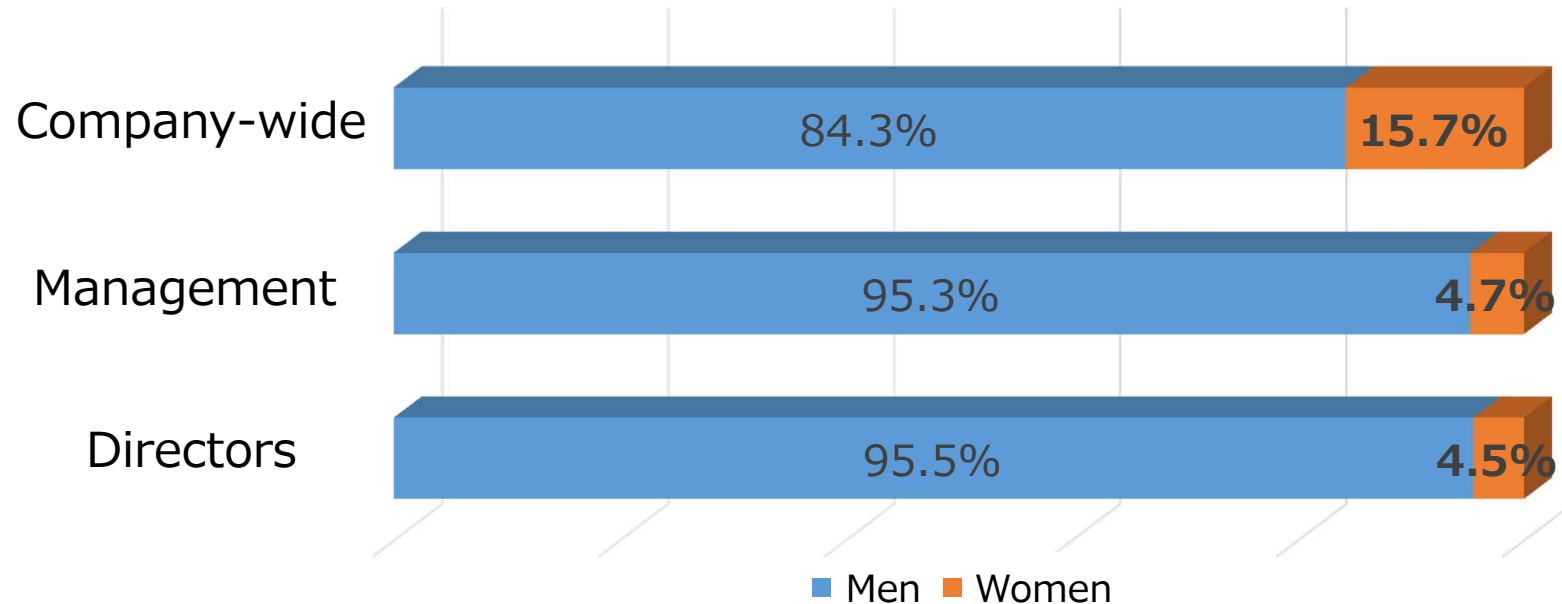


# **EFFORTS TO PROMOTE FEMALE ADVANCEMENT**

# Fujitsu's Status: Male-Female Ratio of Employees

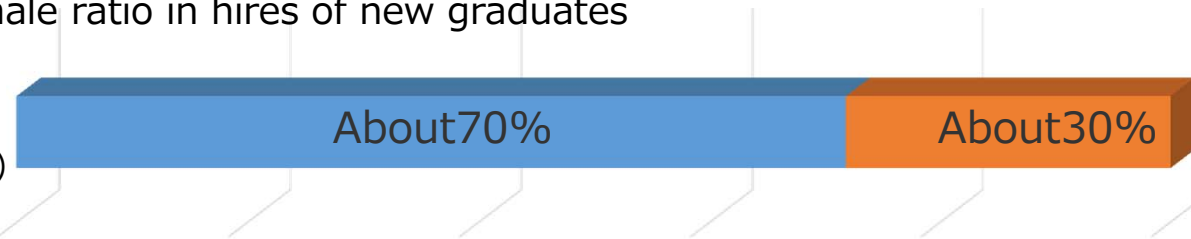


(Regular employees of Fujitsu as of January 20, 2016)



(Reference) Male-female ratio in hires of new graduates

Hires of new Graduates  
(entering the company  
in 2015)

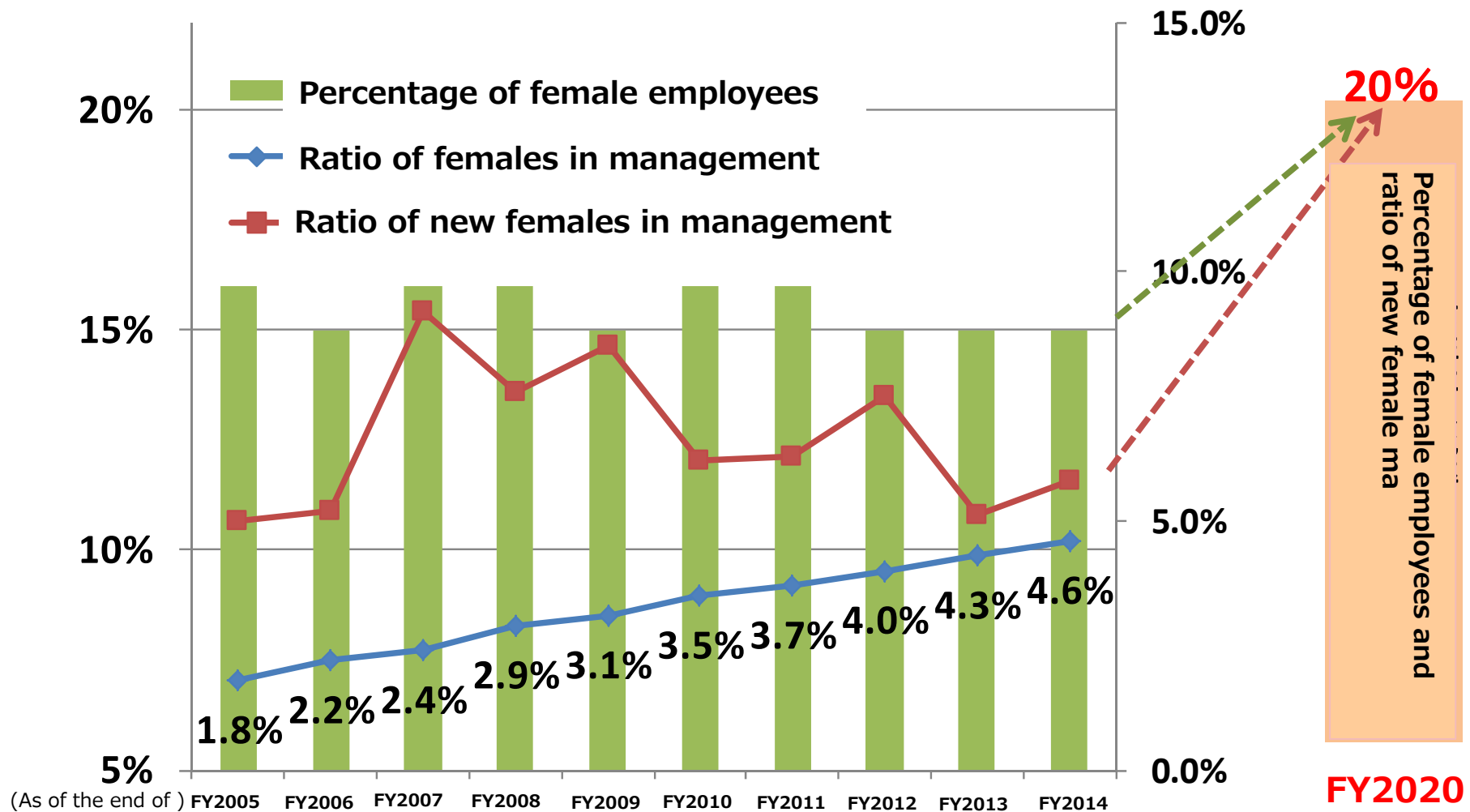


\*"Directors" includes outside directors and Corporate Executive Officers (one female Corporate Executive Officer will be appointed on April 1<sup>st</sup>)

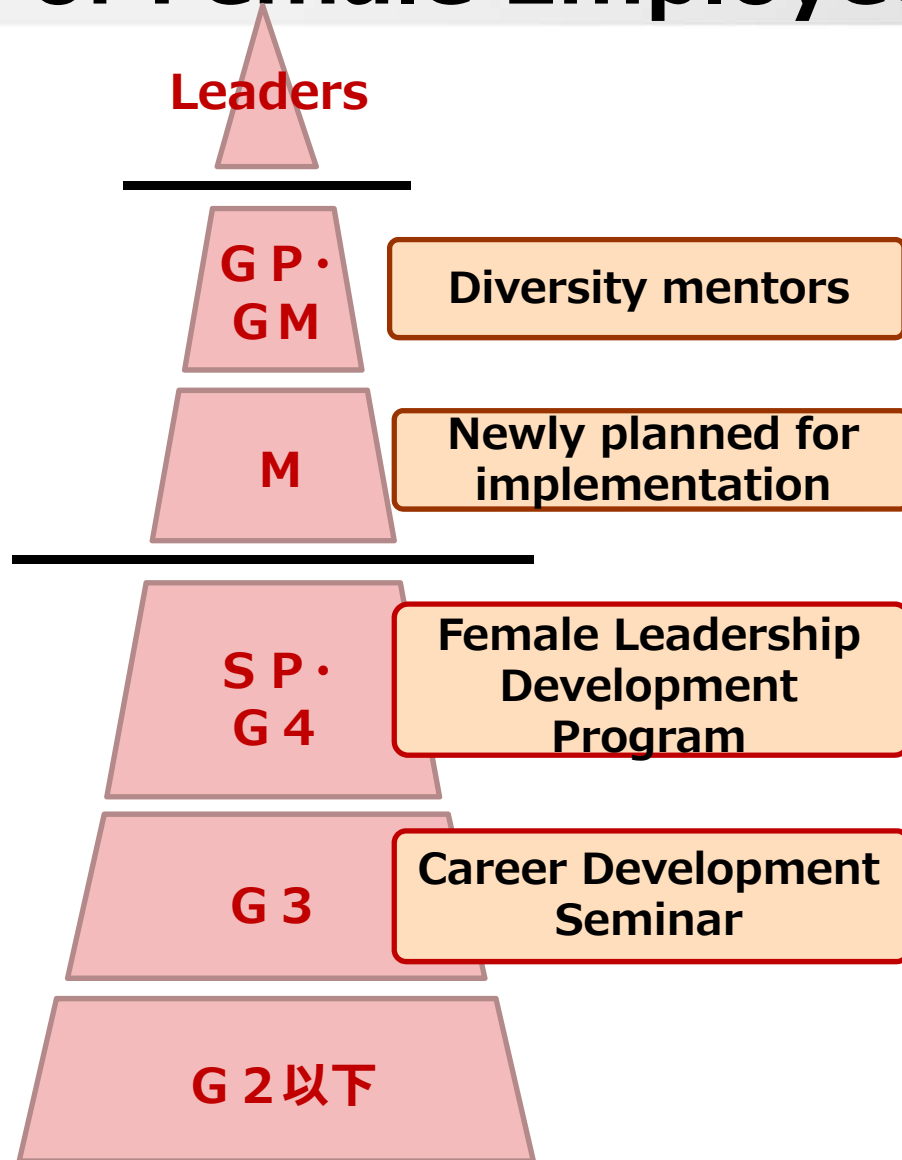


# The current situation in Fujitsu

## (Women empowerment status and numerical goals)



# Supporting the Active Participation of Female Employees



**【Measures for Women Overall】**

- Networking events for female employees
- Cross-industry Networking events
- Networking events for Employees caring for children

**【Measures Related Management and Way of Working】**

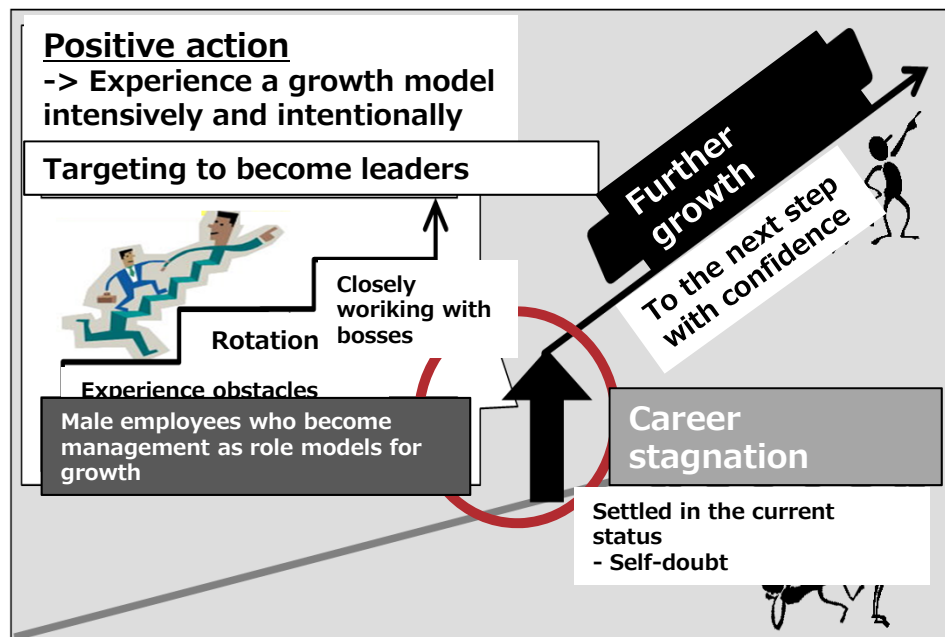
- Workplace management Training for managers
- Seminars for supervisors managing employees caring for children
- Seminars concerning reform of way of working(work-life balance)

# Female leader development program



## ■ Aim

To support female employees' long-term careers, provide a place to experience "a growth model beyond one's conventional limit." This intensively and intentionally targets selected members of each division, and cultivates human resources to become leaders and future management.



## ■ Overview

Basic  
(Non-OJT)

- ◆ Group training
- ◆ Team activities (Proposals to management)
- ◆ Executive meetings
- ◆ Coaching and support by diversity mentors

Workplace practice  
(OJT)

- ◆ Program accompanied by one's boss
- ◆ Shadowing by other division's business leader

# Seminars for Career Development Support



## ■ Aim

Through lectures of role models within and outside the company, foster a mindset that leads to daily challenges. Also for one's own growth, this seminar gives the opportunity to think about the mid-and-long-term viewpoint of career.



## ■ Overview

Theme	Role models outside the company	Role models inside the company
[A]"You are the one who creates something worthwhile in your own job!- The driving force is "For our customers!""	Nippon Restaurant Enterprise Co., Ltd. Advisor:Ms. Saito Izumi	All seminars are by female executives
[B]"Shine like yourself - A communication that changes human relationships, work, and lifestyle for the better!"	Feel Communication Co., Ltd. CEO:Ms. Junko Kiryu	
[C]"My potential" broadened by accumulated daily challenges"	Obstetrician and gynecologist / Doctor of Medicine / Social entrepreneur Ms. Sachiko Ezawa	

# Career Meeting 28 (Sales Department Policy)



## ■ Aim

About half of Sales Department employees are women. Promoting female advancement has been recognized as a management issue. This program holds a networking event that targets women in the latter half of their 20's (around 28 years old), which is a high age bracket for resignations, as they often feel an undefined insecurity about their futures.

## ■ Summary

Session	Content
Top message	Thoughts from the head of the sales department on promoting female advancement, communicating expectations to female sales employees.
Talks by senior employees	Senior female employees give talks, including stories of their experiences.
Group discussion	A discussion to encourage networking among participants.
Advice about harassment policies	Advice about behavior, policies and so forth to prevent harassment.

# Effects of Each Policy



## 〈Female Leader Development Program〉

- Changing the career awareness of participants
  - afterward, no participants were negative about management appointment
- Changing the awareness of superiors to developing subordinates
  - new awareness about development
- Increasing the number of women who were promoted
  - 70% of the first group has already been promoted

## 〈Career Path Support Seminar〉

- Held 6 times since 2014. 360 participants total.
- Rated 4.64 out of 5 in whether it was beneficial in a survey of participants

## 〈Career Meeting 28〉

- Participants were happy to hear from the heads of their departments that they truly wanted to make a company where it is easy for women to work.
- In the midst of the conflict of trying to succeed in both their professional and private lives, participants were able to receive advice from senior employees.
- Participants enjoyed the stimulation of talking face to face with people of their own generation, with the same worries, from many departments.

# Kanagawa Women's Activity Support Group Formed!



〈Formation ceremony held on November 5<sup>th</sup>〉

The representatives of the 10 companies in the group issued action statements about promoting female advancement.

In response to a call from Governor Kuroiwa of Kanagawa Prefecture, 10 of the main companies in the prefecture joined the group. The group plans to develop a variety of activities to promote female advancement.

## 女性の活躍を応援する行動宣言

私、田中 達也は、女性の活躍を一層推進するため、次のことに取り組むことを宣言します。

### 1 自社内における取組み

- 1) 2020年度に、女性社員比率を20%、新任管理職に占める女性比率を20%とすることを目指します。
- 2) 女性リーダーの継続的な輩出に向けて、女性社員を対象としたキャリアに関する研修に加え、上司や職場向けの意識改革やマネジメントに関する研修などを充実していきます。
- 3) 社員一人ひとりがその能力を十分に発揮できるよう、仕事と育児や介護等を両立できる働きやすい環境づくりや多様な働き方を推進していきます。

### 2 ムーブメント拡大のための取組み

- 1) グループ各社と連携し、グループ全体でのより一層の女性活躍推進に向けて、継続的に働きかけていきます。
- 2) 社会全体の女性活躍推進に向けて、当社の各種活動を広く発信しつつ、様々なステークホルダーと連携しながら取り組んでいきます。

平成 27 年 11 月 5 日

富士通株式会社  
代表取締役社長

田中達也

かながわ女性の活躍応援団



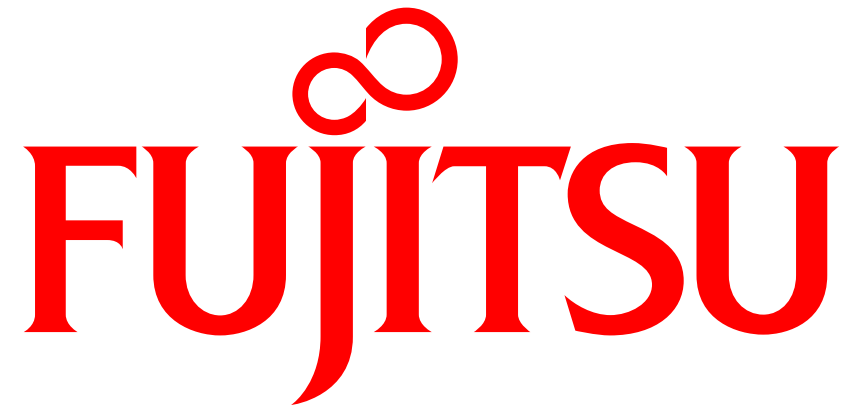
# Recognized as a “Platinum Kurumin” Company



Fujitsu received special recognition from the Minister of Health, Labor and Welfare as company that supports child-rearing (November 2015).







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# Cautionary Statement

These presentation materials and other information provided at the meeting may contain forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. Actual results may differ materially from those projected or implied in the forward-looking statements due to, but not limited to, the following factors:

- Macro-economic environments and market trends in the principle geographic markets for Fujitsu's services and products, which are Japan, EMEA, the Americas, Asia, Oceania and elsewhere, particularly such conditions that may effect customers' IT spending;
- Rapid technological change, fluctuations in customer demand and intensifying price competition in IT, telecommunications, and electronic device markets in which Fujitsu competes;
- Fujitsu's ability to dispose of non-core businesses and related assets through strategic alliances and sales on commercially reasonable terms, and the impact of losses which may result from such transactions;
- Uncertainties as to Fujitsu's access to, or protection for, certain intellectual property rights;
- Uncertainty as to the performance of Fujitsu's strategic business partners;
- Declines in the market prices of Japanese and foreign equity securities held by Fujitsu which could cause Fujitsu to recognize significant losses in the value of its holdings and require Fujitsu to make significant additional contributions to its pension funds in order to make up shortfalls in minimum reserve requirements resulting from such declines;
- Poor operating results, inability to obtain financing on commercially reasonable terms, insolvency or bankruptcy of Fujitsu's customers, or any such factor that could adversely impact or preclude these customers' ability to timely pay accounts receivables owed to Fujitsu; and
- Fluctuations in rates of exchange for the yen and other currencies in which Fujitsu makes significant sales and profits or in which Fujitsu's assets and liabilities are denominated, particularly between the yen and Euro, British pound and U.S. dollar.