

CSR Activities

Human Resources

To expand its business globally, Fuji Electric is working to develop teams of diverse individuals not only of varying nationality and gender, but of different values and ways of thinking, in order to bolster our strategic capabilities. Our goal is to strengthen our competitiveness by incorporating diverse values across our full range of business activities, and for this reason we have made diversity a priority in our personnel strategy.

We have also embarked on efforts to ensure that all employees, in Japan and overseas, have a true understanding of basic human rights, and that respect for those rights is an integral part of the connection between people and corporate activities.



Career planning program for female employees

Developing Global Personnel

To expand our operations in close association with the global communities in which we operate, Fuji Electric is active in developing global personnel. We believe it is important that local employees intimately familiar with each region's language, business customs, and markets share common management policies and business strategies with personnel in Japan, working together to promote our business.

Major Initiatives in Fiscal 2012

- Establish a global personnel development program in Japan.
- Implement a Japan-based trainee program for overseas local recruits.
- Implement Business Leader Development Training for local employees at all sites in China.

Global Personnel Development Program in Japan



* Global Business Training Program: A program for dispatching trainees to overseas bases for a certain period so that they can experience working under local conditions.

Voice Comment from a Trainee from the Fuji Electric Europe Semiconductor Department



Christian Zahrt
Industrial Module Technology Department
Business Planning Division
Electronic Devices Business Group

Through my work in the Industrial Module Technology Department helping to pull together the business in Europe, I am learning about power semiconductor technology and business processes. I feel this training has really encouraged the idea that we can support the European business from Japan. In the industrial power semiconductor field, many important client companies have their R&D bases in Europe, and design-in activities can lead to greater competitiveness. I hope to use the knowledge and experience I've gained during this training to improve design-in capability, and to further strengthen collaboration in development between Japan and our European sales and marketing company.

Enabling Women to Play Active Roles

One area of focus in Fuji Electric's diversity initiatives in Japan is to encourage female personnel to play an active role. Our initiatives here include providing career development support for female employees.

To date, Fuji Electric has established a Sister System, under which senior female employees serve as role models for younger women and offer counseling; a system of co-working training with supervisors to ensure those returning from childcare leave can make a smooth return to the workplace; and a variety of other skills development training designed to bring more women into management positions. As part of our effort to reform workplace culture, we have also implemented diversity development training programs targeting the management level.

Career Planning Program for Female Employees

As part of our efforts to encourage more women to aim for management positions, from fiscal 2012 Fuji Electric began offering a career planning program for female personnel. The program targets female personnel who are motivated to compete for management positions, as well as women who have been recommended as management

candidates by their department heads. The program objectives are as follows.

- Understand "what is management"
- Develop a clear picture of one's own future career
- Clarify own issues and strengthen weak points
- Promote daily guidance and development from supervisors

During fiscal 2012, 19 employees participated in the program, which ran for six months and included five two-day group sessions.

Female Employees and Managers

	FY2011	FY2012	FY2013
Number of female employees (full time)	1,818	1,743	1,745
Ratio of female employees	(12.2%)	(11.8%)	(12.1%)
Number of female in management	17	33	40
Ratio of female in management	(0.74%)	(1.4%)	(1.5%)

* Management: Manager rank or higher.

* Data collected from: Fuji Electric Co., Ltd., Fuji Electric FA Components & Systems Co., Ltd., Fuji Office and Life Service Co., Ltd., Fuji Electric IT Center Co., Ltd., Fuji Electric Finance and Accounting Support Co., Ltd., Fuji Architects and Engineering Inc., and Fuji Electric Frontier Co., Ltd.

Initiatives to Promote Respect for Human Rights

As a result of a comprehensive ISO 26000-based review of its CSR initiatives in fiscal 2011, Fuji Electric recognizes that as it expands its business globally, it needs to establish a global standard for addressing human rights. As part of that effort, we began working to put in place a framework for ensuring that the human rights of all employees of the company are respected. In fiscal 2012, Fuji Electric began a series of interviews with local employees and human resource divisions at our locations overseas to ask about their human rights situations and to better understand the human rights risks in each country. In Japan, we implemented level-specific training in global-standard approaches to human rights, and also held study sessions for members of our Human Rights Advisory Committee where lecturers from international human rights NGOs were invited to speak.

Going forward, we will continue to bring together information on human rights risks overseas by region, put in place structures and guidelines for dealing with human rights issues, and work to establish a common set of tools within Fuji Electric for building awareness of human rights.



Oral surveys of human resource divisions and employees of overseas bases about the local human rights situation

METI Selects Fuji Electric for the "Diversity Management Selection 100"



In fiscal 2012, the Ministry of Economy, Trade, and Industry (METI) established its Diversity Management Selection 100 project, which recognizes firms that have achieved results in improving productivity by utilizing a diverse workforce and creating innovation. Fuji Electric received an award as one of the companies selected in the initial year of the program.

In addition to its efforts to promote the advancement of female personnel, in fiscal 2000 Fuji Electric introduced a selective system of extended employment for older personnel, and today many of these employees play a central role in passing on important technical skills and knowledge. We are also working to enhance employment opportunities for people with disabilities, expanding the base of our special-purpose subsidiary and adding new kinds of work.