

Human Resources

Fuji Electric focuses on creating work environments suited for globalization, where people respect human rights and prioritize health and safety.

At the same time, we recognize that human resources are the prime driver of our competitive edge, and we actively cultivate each of our people to fully harness their potential.

We have made diversity a top priority in our personnel strategy, aiming to incorporate an array of values and perspectives so we can strengthen our competitiveness and expand business globally.



A consultation through the mentoring system

Major Initiatives in Fiscal 2014

Respect for Human Rights

As our business expands globally, fulfilling our obligation to respect human rights requires an understanding and implementation of human rights based on global standards. We are currently working to establish a framework for doing that.

Developing a Policy for Human Rights

To make the Fuji Electric Code of Conduct more explicit in terms of human rights, we have formulated the Policy for Human Rights of the Employees, which has since been extended to all of our domestic and overseas business sites and subsidiaries. Each business site and subsidiary elected a person to be in charge of human rights, who conducted a self-inspection of the site or subsidiary based on the above policy, using a Human Rights Check Sheet listing specific

items pertaining to human rights and labor practices. The business sites and subsidiaries will now move forward with improvements based on the results of those inspections.

Training and Education

In Japan, as part of its level-specific training, Fuji Electric conducts training designed to deepen employees' understanding of international human rights standards and the obligation of companies to respect human rights. At the management level, in particular, group discussions based on a variety of case studies are intended to enhance sensitivity to human rights risks not only within the Company, but within the supply chain as well.

Health and Safety

Fuji Electric's basic philosophy is that of "health and safety of workers takes precedence over everything else." In line with this, all employees work together to ensure effective health and safety activities.

Fuji Electric Health and Safety Conference

In February of each year we hold the Fuji Electric Health and Safety Conference. The conference is widely attended, with participants including health and safety managers from every domestic business site, along with representatives from labor unions and partner companies. At the conference, they review the previous year's activities and confirm initiatives for the coming fiscal year.

The latest conference focused on the day-to-day, individual practice of basic safety measures that we have positioned as part of our Health and Safety Action Guideline, including danger prediction and "pointing-and-calling". Attendees affirmed that these practices are important for making employees aware of safety and establishing a culture of safety within the company.

Implementing Effective Health and Safety Education and Safety Patrols

Preventing workplace accidents requires that everyone in the workplace take responsibility for knowledge and

awareness of safety issues and make an effort to maintain that awareness.

To accomplish this, Fuji Electric plans and implements a variety of ongoing health and safety education programs throughout the year based on a practical curriculum. At the same time, systematic safety patrols are also essential to ensuring that workers take notice of the risks and potential for accidents in their work, and raise one another's awareness. Our focus on these safety patrols is delivering significant results, not only at our domestic factories and construction sites, but at our sites in China, Southeast Asia and elsewhere overseas.



Safety patrols

Achieved Accident-Free Record

The Suzuka Factory was recognized by the Ministry of Health, Labour and Welfare for achieving a Class 1 Accident-Free Record. Having achieved this milestone, we will continue making every effort to eliminate industrial accidents and create safe, comfortable workplaces.

Human Resource Development

Training at Fuji Electric is intended to achieve our corporate philosophy and management policies, and to cultivate professionals who can enjoy independent, ongoing growth. In addition to on-the-job training in each workplace, we are proactive in offering a range of cross-company education and training.

To expand our business globally, we are engaged in human resource development aimed at building teams that can work effectively by combining the skills of employees across workplaces and nationalities.

Level-Specific Training

As employees move up to managerial or general manager positions, we provide level-specific education to help them make the organization work effectively as a whole. In fiscal 2014, 498 employees participated in curriculum designed to improve organizational management skills, including decision-making and communication.

Selective Training

Selective training is intended to identify prospective executives at an early stage and provide them with ongoing

Promoting Work-Life Balance

We are strengthening initiatives in Japan to help employees achieve work-life balance by creating working environments that are more conducive to diversity and that enable people to fulfill their potential. We have positioned workstyle innovation and the enhancement of a support system to provide fulfillment in and outside of work as key concerns of management for realizing better work efficiency and quality. Management and labor representatives deliberate on these issues, and we are endeavoring to enhance our programs and corporate culture.

In fiscal 2014, as part of efforts to enhance work quality, individual workplaces conducted reviews of their workflows and visualization of business operations. Company-wide, we encouraged all employees to take five consecutive days

of leave to encourage a workstyle of focusing on their jobs while at work and resting properly outside of work and promote teamwork in operations. In addition, as part of encouraging employees to take their paid leave, we revised our system for taking planned leaves so that employees can plan in advance their use of 50% of the paid leave days granted to them in each fiscal year.

Globalization Training

In fiscal 2014, Fuji Electric brought together 13 of its junior sales staff who had been hired locally in five countries throughout Southeast Asia for a training program in Thailand to give them an understanding of products and technologies, and an opportunity to build networks among themselves.



Participants in a training program in Thailand

We also sent 11 junior employees from Japan as trainees to posts overseas in a new program intended to quickly train future overseas personnel and to educate workers in Japan capable of promoting our globalization efforts. All employees posted overseas from Japan were given training prior to their postings, where they learned the importance of appreciating and cooperating with others regardless of cultural differences, and were given a thorough introduction to compliance issues.

Promoting Employment of People with Disabilities

Fuji Electric Frontier Co., Ltd. was established as a special-purpose subsidiary designed to encourage lifetime employment for people with disabilities. The subsidiary encourages the hiring of people who are intellectually challenged or have other disabilities, and is responsible



Attaching shipping labels.

for a range of duties performed at manufacturing sites, parts inspection centers and other business sites nationwide, as it seeks to expand the working roles of people with disabilities.

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To promote the participation of men in childcare, Fuji Electric has enhanced its childcare leave system, and also introduced an "Ikumen* Seminar" series aimed at changing employee thinking about fathers participating in childcare. We also held seminars offering employees basic knowledge of nursing care.

*A popular term for men who actively participate in childcare.

In fiscal 2014, 16 new individuals with disabilities were hired (10 new graduates, six mid-career hires), bringing our percentage of employees with disabilities to 2.24% as of June, 2015, exceeding the legally mandated ratio of 2.0%.

As part of its efforts to encourage continuous employment, Fuji Electric also focuses on maintaining and enhancing basic learning skills and physical fitness, both areas generally said to be affected by aging, and supports employees' efforts to lead independent lives as members of society.

Additionally, through participation in outside events and other activities, we encourage employees to regard themselves as independent professionals. This effort is producing steady results, with one employee awarded a bronze medal in the office assistant division at the 35th Abilympics.

Enabling Women to Play Active Roles

Fuji Electric actively promotes diversity as part of our management policy of “maximize our strengths as a team, respecting employees’ diverse ambition.” Particularly in Japan, we are focusing on enabling women to play active

Major Initiatives

Recruiting Activities	<ul style="list-style-type: none"> Project for recruiting women with science and engineering backgrounds
Career Development Support	<ul style="list-style-type: none"> Cross-industry joint training for women in management Sister system (mentor system for women employees)
Helping Employees Return to Work after Childcare Leave	<ul style="list-style-type: none"> Pair work training
Spread of Diversity Promotion	<ul style="list-style-type: none"> Business site or working group initiatives

roles in the workplace, through affirmative actions such as aggressive hiring of women with science and engineering backgrounds, support for career development, and assistance in returning to work after childcare leave.

Female Employees and Managers (As of April)

	FY 2013	FY 2014	FY 2015
Employees	14,472	14,418	14,260
Number of female employees	1,745	1,754	1,764
Ratio of female employees	(12.1%)	(12.2%)	(12.4%)
Number of females in management positions*	40	42	46
Ratio of females in management positions*	(1.5%)	(1.6%)	(1.7%)

*Management: Manager rank or higher.

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

ON-SITE REPORT

Support for Balancing Work and Childcare Pair Work Training for Managers and Employees

Helping Child-Rearing Employees Bring Vitality to Their Work

At Fuji Electric, the pair work training program targets employees returning from childcare leave and their managers. This gives the returning employee and the manager an opportunity to share their respective situations and thoughts, and discuss future work and career aspirations. It is intended to help create a better balance between work and family commitments.

Discussing Career Aspirations

“Individuals have different approaches to childcare and work, and face different situations. I’ve seen cases where trying to be considerate of a working parent by reducing her workload left her feeling unhappy,” notes Kaori Kudo, person in charge of diversity in the Human Resources and General Affairs Office.



Ms. Kudo, person in charge of diversity

Pair work training enables the employee and his/her manager to look at and discuss their situations from each other’s point of view. This pair work training also includes a work of the pairs who do not have a direct report relationship, so the employees are freer to ask questions they might not be able to ask in their own workplaces. Many participants have also remarked on how much better they felt after watching a DVD introducing the experiences of senior employees. The training wraps up with a detailed talk between employee and his/her manager about the future.

The Importance of Communication

Mingshuan Chiang, who is in charge of administering plant capital investments in the SCM Promotion Department of the Production & Procurement Group, returned to work after a six-month childcare leave.

“Upon my return to work, I had two concerns. The first

was whether I could finish my work, since I wouldn’t be able to work overtime. The second was how to arrange my workload if I suddenly needed to take time off without prior notice should my child fall ill or for some other reason. I was concerned that I might make trouble for others.”

Takahiro Shimizu, her supervisor and head of the SCM Promotion Department, says he sensed how important it was to maintain communication, noting that, “Since my wife and I also both worked, I thought I understood how hard it could be to balance a job and childcare. But I found out that Ms. Chiang was far more concerned about creating problems for others in her workplace than I had imagined.”



Ms. Chiang and her supervisor Mr. Shimizu of the SCM Promotion Department

“Listening to the other participants, I was glad to hear that I wasn’t the only one with these concerns. Since the training, I’ve also found it easier to discuss things with my manager,” Ms. Chiang commented.

Mr. Shimizu offered her his own warm encouragement, telling her that, “The child-rearing years can be tough, but they don’t last forever. I hope you’ll take the long view in working to advance your career.”

“Our hope is to establish a culture in which employees can balance both childcare and work, keeping in mind his or her contribution to the Company, while the manager provides appropriate support,” notes Ms. Kudo.

Today, almost every Fuji Electric employee who has taken childcare leave has successfully returned to the workplace, and we look forward to the future contributions of all employees who are raising children.