

Human Resources

Fuji Electric recognizes that human resources are the prime driver of its competitive edge, and actively cultivates each of its 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. At the same time, we focus on creating work environments suited for globalization, where we respect human rights and prioritize health and safety.



A Role Model Seminar

Human Resource Development

We educate and train our people extensively to cultivate professionalism so we can reinforce our global competitiveness and realize our corporate philosophy and management policies. As well as individual training, we also cultivate strong line leaders to leverage our collective organizational strengths and develop future managers from an early stage.

Major Initiatives in Fiscal 2013

Level-Specific Training

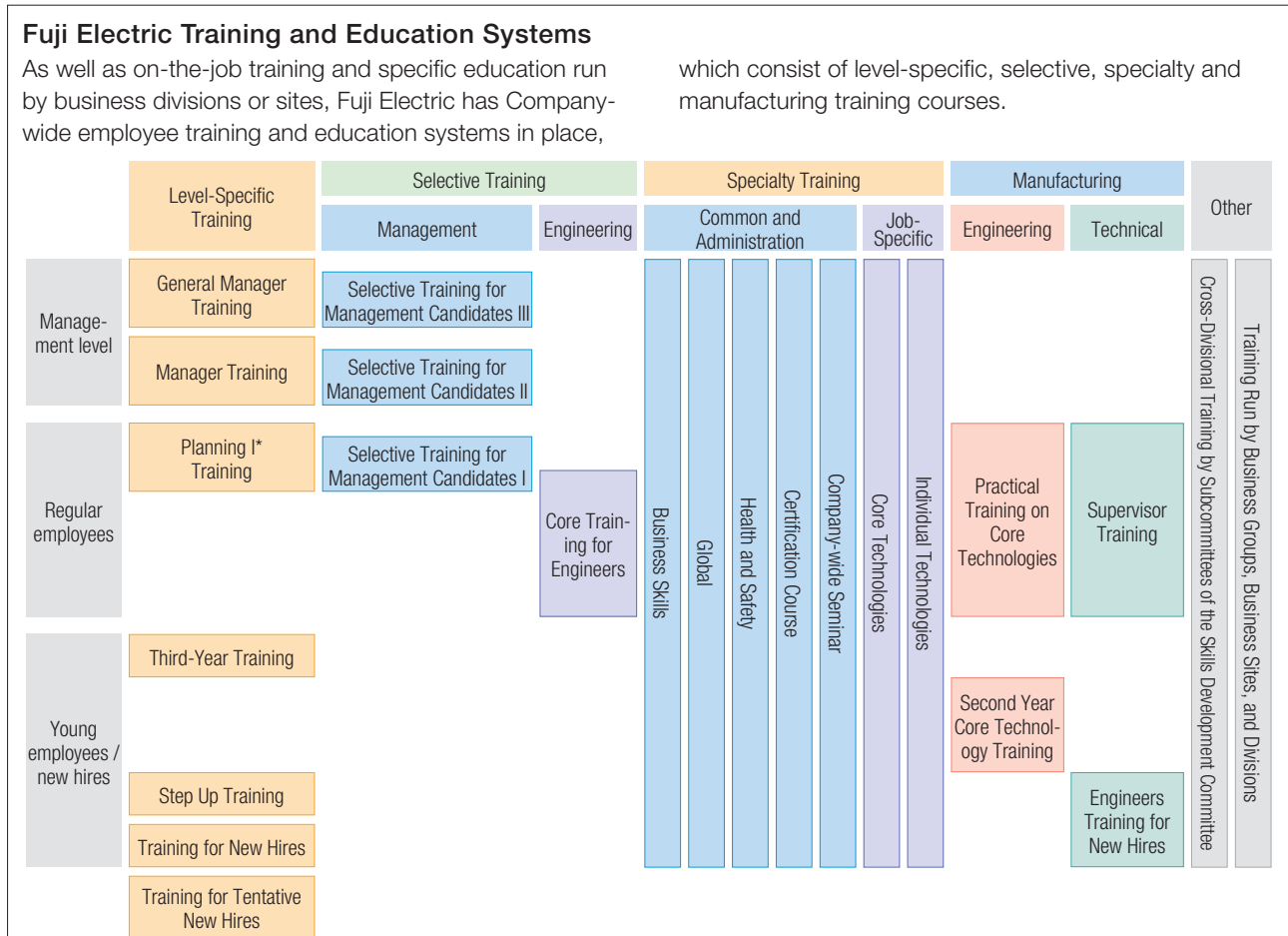
After an employee completes their third year of service, or when they are elevated to a managerial or general manager position, we provide level-specific education to help them build strong teams.

In fiscal 2013, we reviewed our general manager training, and rolled out a level-specific curriculum covering personal growth and team building to enhance management communication and decision-making skills.

Selective Training

We undertake selective training to identify individuals as prospective executives and divisional leaders from an early stage and continue cultivating them Company-wide.

In fiscal 2013, we conducted training to cultivate divisional and overseas business site managers. We plan to extend selective training courses to individuals in their 30s and actively cultivate management personnel to contribute to ongoing business development.



* Planning I: Assistant manager level

Enabling Women to Play Active Roles

Fuji Electric engages in diversity initiatives in keeping with its management policy, "maximize our strengths as a team, respecting employees' diverse ambition."

Particularly in Japan, one priority is to enable women to play active roles. As affirmative action, we actively hire women with science and engineering skills, provide career development support, and offer assistance for returning to work after childcare leave. We have also taken steps to reform our workplace culture by including awareness-raising in our level-specific training program.

Female Employees and Managers

	FY2012	FY2013	FY2014
Employees	14,831	14,472	14,418
Number of female employees (full time)	1,743	1,745	1,754
Ratio of female employees	11.8%	12.1%	12.2%
Number of females in management positions*	33	40	42
Ratio of females in management positions*	1.4%	1.5%	1.6%

* Management positions: 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 Architects and Engineering, Fuji Electric Frontier.

* For fiscal 2012, as of June; for fiscal 2013 onward, as of April

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 work-style innovation and the enhancement of a support system to provide fulfillment in and outside of work as key concerns of management to ensure that people can focus on their jobs while at work and rest properly outside of work. Management and labor representatives deliberate on these issues, and we are endeavoring to enhance our programs and corporate culture.

Promoting Employment of People with Disabilities

As of June 2014, employees with disabilities made up 2.15% of our workforce, exceeding Japan's legally mandated ratio of 2.0%. This was in keeping with our commitment to cultivating and expanding work opportunities for people with disabilities as much as possible. We established Fuji Electric Frontier Co., Ltd. as a special-purpose subsidiary in Japan to expand employment opportunities for intellectually challenged individuals and others with disabilities.

Major Initiatives in Fiscal 2013

Established nearly two decades ago, this subsidiary added 10 new people at eight business sites, raising the number of employees with disabilities to 100. In this subsidiary, we emphasize the independence of our employees as professionals and, while entrusting them to handle cleaning,

Major Initiatives in Fiscal 2013

Recruiting Activities

Project for Recruiting Women with Science and Engineering Backgrounds	We organized a project with female employees with science and engineering backgrounds. Under this initiative, we conducted seminars featuring talks from working women to convey specifics about career development within our organization, as part of our activities to recruit new employees.
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Career Development Support

Management Skills Training	To further the ambitions of women seeking to become managers, we conduct training to address such issues as current and future careers and skills development.
Sister System	Under this system, female employees act as advisors to younger women and help them to balance their career and family commitments.
Role Model Seminars	We responded to a concern among some female workers that there were few senior colleagues with similar goals by instituting role model seminars to foster the career awareness of young employees.

Helping Employees Return to Work after Childcare Leave

Pair Work Training	We conduct training to help people balance work and family commitments and maximize performance within the Company by pairing returning employees and their managers to share their thinking about work and career aspirations.
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Reforming Workplace Culture

e-Learning	We conduct e-learning courses for regular employees to help them understand the importance of diversity.
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Major Initiatives in Fiscal 2013

We undertook site-specific activities to improve the quality of work by taking stock of our operations and visualizing them, while conducting seminars and other events to raise employees' awareness about the importance of work-life balance. We encouraged all employees to take five consecutive days of leave to help them refresh their minds and bodies, to promote a balanced approach to working, and to target workplace efficiency as a team.

We will bolster our leave programs to encourage men to play a greater role in childcare.

in-house mail services and other tasks, we are committed to cultivating their individual capabilities, including expanding their roles to manufacturing and other sites.

Employees with disabilities perform the same tasks as other colleagues at several locations. At Fukiage and Mie Factory, for example, they assemble vending machine or magnetic switch components. At the Kawasaki Factory, they polish turbine blades, perform die stamping operations, operate forklifts, and handle other work.

Fuji Electric Frontier conducts facility tours for the parents of disabled students and relevant organizations and accepts interns from special needs schools as part of a commitment to enhancing the social participation of as many people as possible.

Respect for Human Rights

We are creating a framework for respecting human rights based on international standards as an essential step in our global business expansion.

Major Initiatives in Fiscal 2013

In light of surveys that we conducted in fiscal 2012 on human rights at overseas business units, we formulated the Policy for Human Rights of the Employees to detail our policy on human rights under the Fuji Electric Code of Conduct. Additionally, we produced our Human Rights Protection Guidelines, which present specific check items about human rights and labor practices in

the above policy, and created an instruction book on global human rights standards.

We distribute the policy, guidelines, and instruction book at domestic and overseas business sites and establish a mechanism for the respect of human rights within the Company.

In our human rights awareness-raising activities, we educate employees about the links between corporate activities and the need to respect human rights in their level-specific training. In training for new managers, we have used case studies in group discussions to heighten sensitivity to human rights risks among the administrators on the frontlines of our organization.

Health and Safety

Employee health and safety is a top management priority. In line with a basic philosophy of putting the health and safety of our workers before anything else, all employees work together to ensure effective health and safety activities.

Major Initiatives in Fiscal 2013 Health and Safety Basic Policy

We formulated the Health and Safety Basic Policy in line with our Health and Safety Basic Philosophy, and have implemented it at all business sites in Japan and overseas. The Company-wide Health and Safety Promotion Committee adheres to the basic policy by reviewing accidents and disasters in the previous year and considering future issues. It also reviews the Company-wide Health and Safety Management Policy annually, educates in keeping with this, and conducts safety patrols and other initiatives.

Health and Safety Basic Philosophy

Health and Safety of Workers takes precedence over everything else.

Fuji Electric Health and Safety Basic Policy

1. Health and safety is one of the most important tasks of corporate management at Fuji Electric. High-quality health and safety activities are practiced to make the workplace safe and comfortable, eradicate industrial accidents and prevent mental and physical diseases.
2. Applicable laws and regulations, and autonomous standards established by the Company, individual business offices and departments shall be observed. Health and safety activities sticking to the basics shall be exercised at all times.
3. All individuals involved in the business of Fuji Electric shall participate in the voluntary health and safety activities as a team and enroot safety culture in the workplace in order to ensure their own health and safety.
4. Health and safety activities focusing on the employees' health and safety are pursued aggressively in all businesses we conduct. By publicizing these activities, we contribute to creation of a safer, securer and more comfortable society.

Promoting Health and Safety at Overseas Business Sites

Health and safety are also important issues at overseas business sites as we globalize our operations. We are producing English- and Chinese-language versions of our Company-wide Health and Safety Management Policy, rules, standards, and other key documents. Our foreign business sites are putting in place health and safety administrative structures based on those of our domestic operations. Furthermore, in addition to complying with laws and ordinances in each country, we promote health and safety activities that fit with local cultures and customs.

In fiscal 2013, we enhanced the health and safety environment in various ways. For example, we had Company-wide safety unit officers instruct on safety at our factories in Malaysia and Thailand and we conducted safety patrols at a plant construction site in Thailand.



On-site Safety Patrol at a plant construction site in Thailand

External Evaluation of Accident-Free Record

The Otawara Factory attained 25.5 million accident-free work-hours from 1979 through 2013. It received an Accident-Free Record Certificate, Class 5, the highest level, from the Ministry of Health, Labor and Welfare for this achievement. Having achieved this milestone, we will continue striving to prevent workplace accidents by ensuring that each individual employee is fully aware of safety issues.