

People (Employees)

From the perspective of guaranteeing the ongoing development of its business, Fuji Electric is seeking to secure talented human resources by promoting diversity, through means such as promoting inclusion of senior citizens and women in the workforce; fostering a comfortable workplace; enabling flexible workstyles; and bolstering our competitiveness in recruitment. The foundation for these activities is formed by the principles of respect for human rights, occupational health and safety, and protection of employee health. In addition, our human resource strategies prioritize selection and development from a results-oriented perspective and the development of human resources for expanding global operations in order to bolster our business constitution and competitiveness.

Respect for Human Rights

Enhancement of Human Rights Due Diligence Activities

The Fuji Electric Code of Conduct states that we should “respect and value all people,” and we are promoting respect for human rights accordingly.

The Company respects the human rights of all of its employees and practices human rights due diligence to ensure that the rights of everyone connected to its business activities are respected.

Based on international human rights standards, such as the Universal Declaration of Human Rights, as well as on the UN Guiding Principles on Business and Human Rights, the 2019 revision of the Fuji Electric Code of Conduct clearly states our commitment to ensure that the Company is never involved in or complicit in human rights violations.

Occupational Health and Safety

Acceleration of Occupational Health and Safety Initiatives

Fuji Electric believes that the “health and safety of workers takes precedence over everything else” and has positioned occupational health and safety as a top priority for the Company. In line with this philosophy, we actively communicate the principles of our Health and Safety Basic Policy both inside and outside of the Company and are advancing occupational health and safety initiatives based on this policy.

Health and safety education programs based on hands-on curricula are planned and implemented on an ongoing basis throughout the duration of each year. These programs include legally mandated health and safety education, training for new employees, and education and training programs planned by operating sites or construction work sites. In addition, we provide training for supervisors and health and safety representatives to educate the frontline leaders at associate companies. A focus in recent years has been traffic seminars and mental health education aimed at eliminating accidents involving commercial vehicles.

In recognition of these efforts, Fuji Electric was included in the 2019 Certified Health & Productivity Management Organization Recognition Program (White 500) in fiscal 2018, recognizing it as a company exhibiting excellence in health and productivity management.

Frequency Ratio of Occupational Accidents (in Japan)

(FY)	2014	2015	2016	2017	2018
Fuji Electric	0.12	0.08	0.08	0.19	0.08
Number of occupational accidents	33	30	24	23	23
All industries	1.66	1.61	1.63	1.66	1.83
Electrical equipment manufacturers	0.41	0.54	0.51	0.45	0.58

Scope: Fuji Electric Co., Ltd.; Fuji Electric FA Components & Systems Co., Ltd.



Diversity

Support for Contributions by Diverse Human Resources

One of Fuji Electric’s management policies states that we will “maximize our strengths as a team, respecting employees’ diverse ambition.” Diversity has been identified as an important priority of human resource strategies accordingly.

The aging population in Japan is expected to lead to a significant expansion in the number of employees aged over 60 a decade from now, making the transmission of manufacturing skills an important task. For this reason, we are examining the possibility of introducing new employee treatment systems to promote the contributions of all employees over 60, not just those with high-level technical skills.

Meanwhile, Fuji Electric is working to empower its female employees through the continued implementation of work-life support systems and promotion of diverse workstyles. In addition, we are enhancing the mentor system for female employees and seeking to expand the female population at Fuji Electric by aggressively recruiting female university students from science and engineering backgrounds. Steps are also being taken to increase the number of female employees in supervisory positions by bolstering career development support for female employees and offering them a wider range of opportunities to tackle new challenges.

Female Employees and Managers

(FY)	2017	2018	2019	2023 Target
Ratio of female employees among newly hired employees*1	14%	20%	21%	20%
Ratio of female employees in management positions*2	1.9%	1.9%	2.3%	3.0%
Number of female employees in supervisory positions*3	215	225	249	400

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, and Fuji Electric Frontier Companies hiring new female employees are Fuji Electric and Fuji Electric FA Components & Systems

*1 Number of newly hired female employees refers to graduates from universities or technical colleges

*2 Number of female employees in management positions refers to employees of manager rank or above

*3 Number of female employees in supervisory positions refers to employees of assistant manager class or above



Work-Life Balance

Workstyle Reforms and Work-Life Balance Support

We are strengthening initiatives to help employees achieve work-life balance by creating workplace environments that are more conducive to the efforts of diverse employees and that enable people to fulfill their potential.

Fuji Electric is promoting flexible workstyles through the introduction of Location Flexible working systems that enable employees to work in satellite or home offices. At the same time, we seek to reduce excessive work hours and encourage employees to acquire consecutive days of paid leave in order to facilitate workstyles that achieve a better balance between work and private life.

Furthermore, the Company is bolstering its range of work-life balance support systems and fostering conducive workplace environments to help employees raising children or caring for family members strike a better balance between their work and their private life while still exercising their full talents at work.

Paid Vacation Days Acquired Annually and Average Overtime Work Hours in Japan

(FY)	2016	2017	2018
Paid vacation days acquired annually	14.3	14.1	14.5
Average overtime work hours	22.07	23.34	24.04

Location Flexible Working System Use

(FY)	2017	2018
Home office (registered users / number of uses)	559 / 610	744 / 1,940
Satellite office (registered users / number of uses)	284 / 444	387 / 457

Human Resource Development

Enhancement of Management Skills and Future Management Candidate Development

Developing the skills of employees is a top priority for management. We are focused on cultivating professionals that can contribute to increased global competitiveness as we implement proactive employee training and education programs.

Employee awareness surveys have indicated a need to enhance mid-level line management (manager rank) capabilities. We are addressing this need through systematic rotation programs for enabling managers to gain more experience as well as through other initiatives to augment management skills. The Company has also instituted measures for cultivating future management candidates. Opportunities for enhancing the development of the management candidates that will shape the future of Fuji Electric include careful selection of candidates from among junior employees, effective on-the-job training through position rotations, and participation in selective training.

Individuals will be registered as management candidates on a single-year basis, and the registered candidates will be replaced based on annual evaluations to promote ongoing development.

Fuji Electric also implements a variety of other training programs on an ongoing basis. These programs include level-specific training, which is conducted in conjunction with promotions, special assignments, or other such timings to foster management capabilities, human skills, and logical thinking capacities. We also offer specialized-field training, for enabling employees to improve their capabilities or acquire specialized knowledge or skills; manufacturing training, for learning techniques and technologies; and global employee training. In addition, employees are positioned strategically based on their individual experience and skills.