

Human Resources

To reinforce operating foundations for sustainable growth, we will promote further revitalization and training of human resources.

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One of Fuji Electric's management policies states that we will "maximize our strengths as a team, respecting employees' diverse ambition," and respecting human rights, ensuring occupational health and safety, and protecting employee health are fundamental for everything. We are proactively working on initiatives that include promoting active employee participation, cultivating our human resources, and properly deploying our personnel for medium- and long-term development of our business.

We believe it is important that our human resource measures encompass a broad range of issues inside and outside the Company and that they are implemented in

a timely manner reflecting the responses in our annual employee awareness surveys.

To achieve sustainable growth, in addition to promoting the advancement of female employees, which is our focus, we are working continuously to develop environments and systems that enable employees over 60 years old and differently abled employees to play active roles. We are also actively working to foster future management candidates while striving to provide efficient and productive workstyles by developing environments and systems that allow for diverse and flexible workstyles.

Respect for Human Rights

Based on the United Nations Guiding Principles on Business and Human Rights, we are working to establish a sustainable corporate structure that is never involved in or complicit in human rights violations. We engage in human rights due diligence* to respect the human rights of all people working for our company and all people involved in our corporate activities.

In February 2020, we formulated the Policy for Human Rights of the Employees and the Guidelines on Employee Human Rights. Based on these, we conducted self-assessments of the status of respect for human rights at our operating sites and consolidated subsidiaries in

Japan and overseas. The latest assessment revealed that there were no issues that conflicted with our human rights policy, but we will continue working to make regular assessments and improvements. With respect to human rights training for employees, we provided human rights education as part of our level-specific training, which is conducted at each employee's career milestone, as well as harassment prevention training to line managers. Each of our operating sites and affiliated companies also conduct their own human rights training, and a total of 20,701 employees received such training.

* Human rights due diligence
Efforts to recognize, prevent, and deal with human rights violation risks in advance

Promoting Active Participation of Diverse Human Resources

Based on one of our management policies, which states that we will "maximize our strengths as a team, respecting employees' diverse ambition," we promote diversity as a priority element of our human resource strategy.

Promoting the advancement of female employees

Among our diversity initiatives, we place particular attention to stepping up efforts to promote the advancement of women. In a society with a declining birthrate, aging population, and diversifying values, it is essential as a company to demonstrate our comprehensive strengths in order to achieve sustainable growth, and further boosting the participation of women is a vital part of this.

To promote the advancement of female employees, we are pursuing three main initiatives: proactive

recruitment, provision of career advancement opportunities for motivated employees, and support in terms of environments and systems, such as balancing work and family obligations, improving workplace environments, and providing career continuity.

Ratio of Female Hired / Ratio of Female Managers / Number of Female Employees in Supervisory Positions

(FY)	2019	2020	2021	2023 (Target)
Ratio of female hired*1	21%	22%	20%	20%
Ratio of female managers*2	2.3%	2.5%	2.8%	3.0%
No. of female employees in supervisory positions*3	249	268	300	400

Data collected from Fuji Electric and consolidated subsidiaries that adopt the same personnel system (6 companies in total)

*1 Graduates from universities or technical colleges

*2 Managerial positions or above

*3 Assistant manager or above

Revising the treatment system for employees over 60

Promoting the active participation of employees aged 60 and above will become increasingly important in light of expectations of an aging future labor force. To this end, we established our Selective Retirement Age System, which allows regular employees to choose one of the various retirement ages between 60 and 65. We also introduced the Senior Task System in which management-level employees aged 60 and over receive treatment matched to the value of their work. The aim is to boost motivation of individuals who continuously show significant performance by paying as high compensation as when they were under age 60.

We also formulated the Employment Guidelines for Employees over 65 to create an environment where employees with advanced skills and expertise can continue to play an active role in the Company up to age 75.

Promoting the active participation of differently abled people

The Group established Fuji Electric Frontier in 1994 as a special-purpose subsidiary under the Act on Employment Promotion etc. of Persons with Disabilities. Since then, we have established bases in all of our major operating sites (12 in total) to actively secure and expand work areas for differently abled persons and to ensure stable recruitment.

We are also securing and expanding work areas for differently abled people. In addition to the existing internal document delivery and cleaning work, we are focusing on developing the skills of each employee and expanding work areas, including manufacturing sites. We continue to hire about 20 differently abled people each year, and the employment ratio of such people as of June 2021 was 2.92%, well above the statutory employment rate.

Workstyle reforms

We seek to provide a balanced approach to workstyles through the companywide Pro-7 activities aimed at

enhancing work efficiency and quality to improve productivity and by embracing a perspective on work-life balance characterized by focusing on one's job while at work and resting properly outside of work.

With the enforcement of the workstyle reform-related acts in April 2019, we have worked hard to reduce long working hours and encourage employees to use vacation time. We have made steady improvements by changing attitudes through steady awareness-raising and educational activities, and by visualizing actual working hours through the enhancement of IT-based management support systems.

We also have two systems to promote flexibility in working hours and locations: Flexible Location Work System*1 and Sliding Work Hours System*2. The use of these systems has steadily increased as they also help prevent the spread of COVID-19.

We have positioned our efforts to overcome the new constraints and obstacles caused by the COVID-19 pandemic as workstyle reforms. Here, we are proactively working on both Companywide themes, such as various work systems, as well as business-specific themes. We will continue promoting flexible workstyles with the aim of improving work efficiency through the best mix of physical attendance and teleworking.

Overtime Work Hours / Number of Paid Vacation Days Acquired Annually

(FY)	2018	2019	2020
Average monthly overtime work hours	24.04 h / month	23.83 h / month	18.90 h / month
Average number of paid vacation days acquired annually	14.5 days	16.5 days	17.3 days

Data collected from Fuji Electric Co., Ltd. and consolidated subsidiaries that adopt the same personnel system (6 companies in total)

*1 Flexible Location Work System

A system that allows employees to work from home or at an operating site other than the one to which they are officially assigned.

*2 Sliding Work Hours System

A system that allows employees to change their starting time to a pre-registered time without changing their scheduled daily working hours.

Fostering Next-Generation Management

We are also taking active measures to foster future management candidates who will lead our sustainable growth.

Our human resource development covers three main areas. The first focuses on carefully selected young employees. Here, we select talented young employees from the three levels of general manager, manager, and assistant manager and register them as management candidates. The second is effective on-the-job training. From early in their careers, these registered individuals are systematically trained through a job rotation plan designed for them to accumulate the required experience in multiple businesses and job categories, as well as

overseas businesses to learn required high viewpoint and comprehensiveness for management. The third is participation in selective training. Here, employees participate in training both inside and outside the Company in a program designed to provide experience and skills that are difficult to acquire through on-the-job training, such as learning management skills by experiencing different management styles and by working in teams to formulate business proposals. In addition to replacing registered members once a year, we share and discuss registered members, rotation results, and the status of selective training with the executive officers to run the PDCA cycle as an ongoing initiative.