

# Human Resources

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

## Takeshi Kadoshima

Managing Executive Officer  
General Manager, Human Resources and General Affairs Office



One of Fuji Electric's management policies is to "maximize our strengths as a team, respecting employees' diverse ambition," and the Fuji Electric Code of Conduct states that we will respect and value all people. We consider respect for human rights, health and safety, and the protection of our employees' health to be the foundation of our business activities and actively invest in people to encourage activities, training, and suitable assignment of human resources, which become the core of our efforts to achieve the sustainable growth of our business.

In terms of promoting human resource measures, we consider it important to achieve a virtuous cycle of employee

growth, corporate prosperity, and profit returns based on an "employee-first" approach.

We will also continue striving to reinforce our operating foundations, such as by pursuing initiatives aimed at respecting human rights—a topic of great social interest—encouraging the active participation of diverse human resources, enhancing initiatives aimed at revitalizing senior employees and securing personnel in line with the Company's workforce composition, aiming to significantly improve our business efficiency, promoting workstyle reforms that facilitate work-life balance, and promoting other initiatives to address various issues in a timely manner.

## 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. Based on our Policy for Human Rights of the Employees, we implement human rights due diligence\* targeting our operating sites and consolidated subsidiaries both in Japan and overseas.

In fiscal 2021, in relation to our initiatives aimed at respecting human rights, we provided improvement instructions to overseas consolidated subsidiaries for which we confirmed that improvements are necessary. We also strived to flesh out our human rights awareness-raising training related to the responsibility of companies to respect human rights. More specifically, we implement training that deepens the understanding of our team leaders and managers of our

approach to internationally agreed upon human rights as well as the relationship between corporate activities and human rights. In addition, based on our belief that running a pleasant workplace where human rights are respected is a key source of corporate competitiveness, we provide all of our employees with ongoing training aimed at preventing harassment.

Fiscal 2022 is the first year during which we will implement human rights due diligence once in two years—instead of once in three years as was our conventional approach—and we have also revised the details by switching to a self-assessment that complies with the latest international standards, thereby increasing the effectiveness of our approach.

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

## Promoting Active Participation of Diverse Human Resources

### Promoting the active participation of female employees

Among our diversity initiatives, we place particular emphasis on stepping up measures to promote the active participation of women. We have established fiscal 2023 targets of a ratio of females hired of 20% and 400 female employees in supervisory positions, and we are implementing various measures to achieve these targets.

We have set up a project aimed at hiring women, especially those with science and engineering backgrounds. In fiscal 2021—as a countermeasure against COVID-19—we conducted online interviews alongside the usual face-to-face ones, and

our project members actively established points of contact with female students in an effort to increase how many women we hire. As a result, we reached our target ratio of females hired

### Changes in the Ratio of Females Hired, Ratio of Female Managers, and Number of Female Employees in Supervisory Positions

(FY)	2020	2021	2022	2023 (Target)
Ratio of females hired*1	22%	20%	21%	20%
Ratio of female managers*2	2.5%	2.8%	3.1%	3.0%
No. of female employees in supervisory positions*3	268	300	328	400

Data collected from the Company 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 Team leaders or above

(20%) as new employees for the fifth year in a row since 2018.

In addition, to increase the number of female employees in supervisory positions, we promote two major initiatives: implementing intensive training for ambitious female employees and establishing a workplace environment that is pleasant for female employees to work in.

Thanks to the promising results of these initiatives, the Ministry of Economy, Trade and Industry—in collaboration with the Tokyo Stock Exchange—has selected us as a Semi-Nadeshiko Brand.



### Promoting the active participation of senior employees

To respond to the workforce composition, which is aging due to the declining birthrate and aging population, it is becoming increasingly important to promote the active participation of senior employees.

Ever since we introduced our Selective Retirement Extension System for general employees in fiscal 2000, we have strived to improve the user friendliness of the system while establishing it, and our employees use the system to select their retirement age from the range between 60 and 65 years old in accordance with their life plan. We also introduced our Senior Task System for managers in fiscal 2020, which enables senior employees aged 60 and over to receive the same treatment as younger employees depending on the details of their work and their performance. This system is intended to boost the motivation of our senior employees.

In addition, to enable employees of age 65 or over to continue to contribute by demonstrating their advanced skills and knowledge until they are up to 75 years old, we established the Employment Guidelines for Employees over 65, which are used to promote the active participation of senior employees.

### Promoting the active participation of differently abled people

The Company established Fuji Electric Frontier in 1994 as a special-purpose subsidiary under the Act on Employment Promotion etc. of Persons with Disabilities. By increasing the hiring of differently abled people and expanding their scope of duties, this company is gradually expanding its bases and currently has 12 bases at every one of our major operating sites, through which efforts are underway to promote the

active participation of differently abled people.

The major duties covered by the company include internal document delivery work and cleaning work as well as manufacturing support and light-duty work at each operating site, and the company is actively working on expanding the scope of duties to focus more on manufacturing support and light-duty work.

As of June of 2022, 431 differently abled people were registered, and the employment ratio of such people was 2.95%, well above the statutory employment rate (2.3%). We will continue striving to hire about 20 differently abled people per year as we secure and expand duties available to them and work on achieving stable employment.

### Workstyle reforms

As part of our Company-wide Pro-7 Activities, we promote initiatives based on two perspectives: workstyle reforms aimed at improving work efficiency and quality as well as the achievement of work-life balance.

Regarding workstyle reforms, we started promoting company-wide initiatives in fiscal 2017, including reducing long working hours, encouraging the use of vacation time, and otherwise striving to achieve a well-balanced workstyle, mainly by implementing steady awareness-raising and visualizing the actual working hours by utilizing IT. We have also been gradually expanding the users of our diverse work systems for promoting flexibility of working hours and locations, and we have used the COVID-19 pandemic as an opportunity to increase the user friendliness of these systems. To help facilitate work-life balance, we have also set up various systems that support life at work and at home, including vacation systems for childcare and family care, reduced working hour systems, and vacation time when a spouses is transferred in Japan and overseas.

In fiscal 2021—in an effort to change attitudes in order to improve employee productivity—we established new rules for providing an allowance to employees who achieve workstyles with a high time value. We also revised our systems to strengthen our support for balancing work and childcare, including relaxing the requirements for our telework system and establishing a special paid leave system for female employees who have to leave the workplace for a while due to childbirth, and childcare as a way to help them get back to the workplace sooner.

## 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 is carefully selecting young trainees, the second is effective OJT (on-the-job training) based on a training plan, and the third is participation in selective training. In fiscal 2021, to complement our future management candidate training system, we launched our Line Successor Planning System

in an effort to achieve systematic line manager training. By combining these two systems, we are striving to connect posts that require succession training to individual training, thereby achieving more effective management-candidate training. We also strive to work out the details by sharing and discussing the following and other details with executive officers: trainee selection details, the implementation status of training rotations, and who has undergone selective training.