

Fujitsu UK & Ireland Leadership Workshop

Day One

Facilitators & Agenda

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Ethisphere

Facilitators & Agenda

Day One – Lessons from the past and assessing the current state

Tuesday Morning

9:00 - 9:25 Welcome

9:25 - 9:50 Setting the stage for understanding ethical culture

9:50 - 10:30 Key learnings from FSL culture research

10:30 – 10:40 BREAK

10:40 – 11:20 Project Holly overview and debrief

11:20 - 12:15 Stakeholder impacts mindset

12:15 – 1:00 LUNCH

Tuesday Afternoon

1:00 - 2:00 Project Holly Case Study 1

2:00- 2:10 BREAK

2:10 – 3:00 Project Holly Case Study 2

3:00 – 3:10 BREAK

3:10 – 4:00 Project Holly Case Study 3

4:00 - 4:10 Day one recap and preview of day two

Setting the Stage on Ethical Culture

Power of informal systems on behaviour

INFORMAL SYSTEMS are stronger influencers than FORMAL SYSTEMS when it comes to encouraging conduct and developing culture.

Decision derailers such as PRESSURE, FEAR, ASPIRATION, or perceived FAIRNESS can lead a person to choose an action that is misaligned with their espoused belief in doing the right thing. Many ethics and compliance programmes do not include measures to combat these decision derailers.

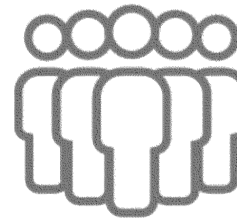


Ethical Propensities – The Human Factor

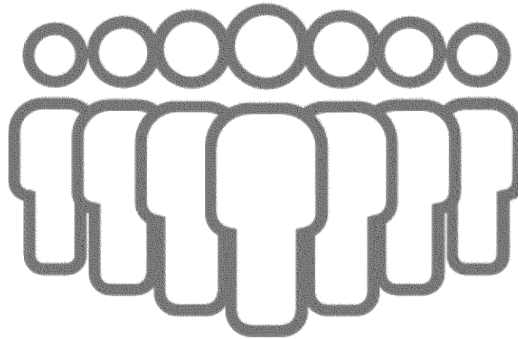
<10% have a "criminal tendency" or are what we may call "bad apples"



~20% of people have a tendency toward ethical behaviour and truthfulness in **all circumstances**



The majority of people (around 70%) are influenced by environment, norms, emotions, and other life circumstances



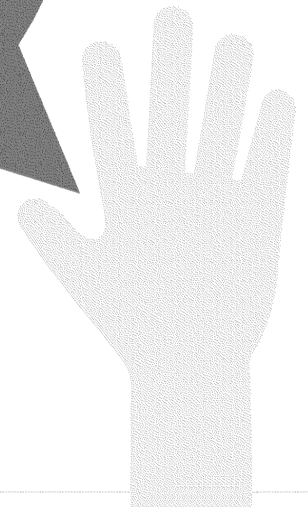
A Human-Centric Approach to Compliance Program Maturity
<https://ethisphere.widen.net/s/nz5x5m7csd/a-human-centric-approach-to-compliance-program-maturity-final>

Reality of Speaking Up

93%
willing to report

58%
actually report

Employees often feel
empowered to raise
their hand, but in the
moment fail to do so



Impressions Govern Actions, Especially Around Retaliation Fears

Is the non-retaliation
policy enforced?

I reported the misconduct
I observed

Yes 73%

No 34%

How People Report – They Choose People. Are Yours Ready?

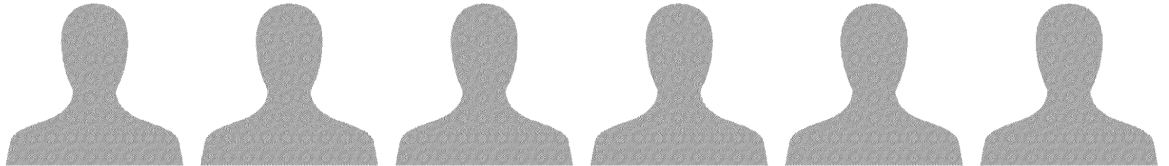
Hotline



HR



Manager



Creating Psychological Safety

A psychologically safe environment is conducive to taking interpersonal risks or engaging in acts of vulnerability



Giving and receiving feedback



Asking a question



Admitting when a mistake was made



Asking for help

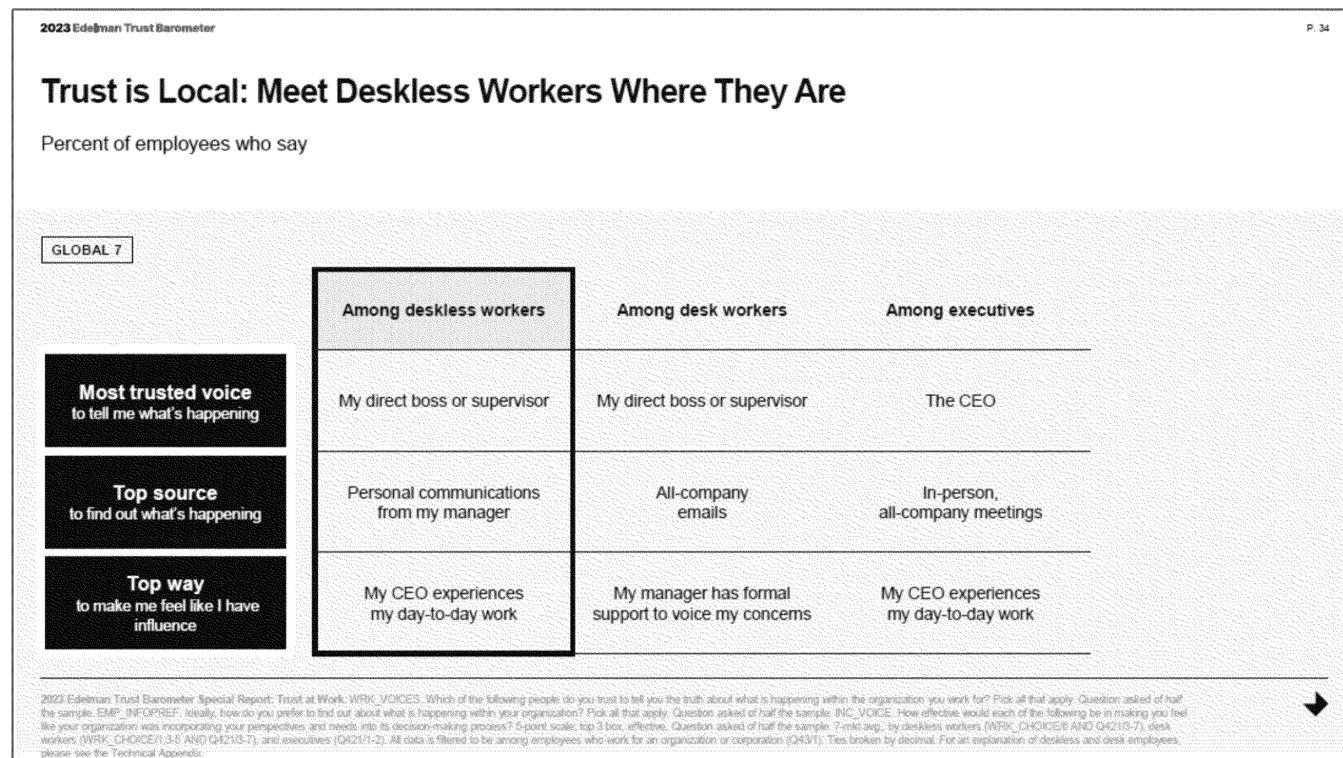


Questioning assumptions

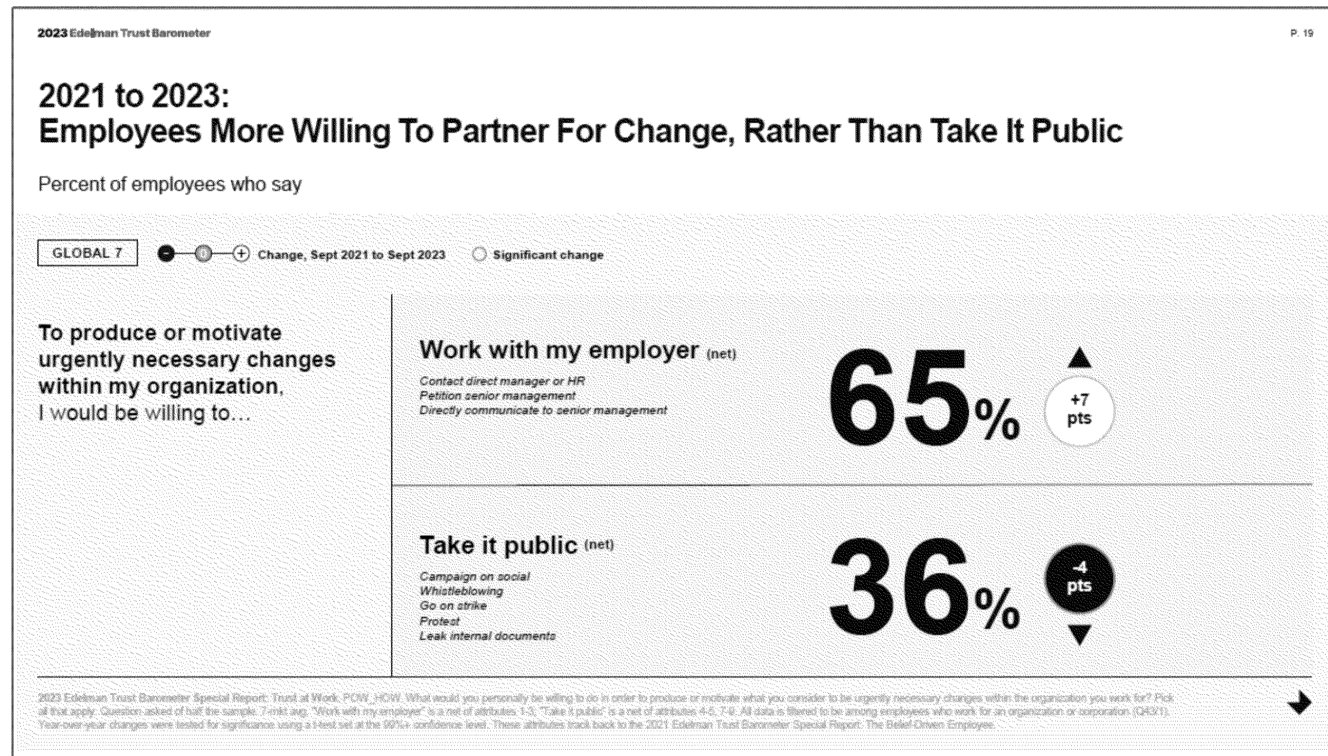
4 Stages of Psychological Safety



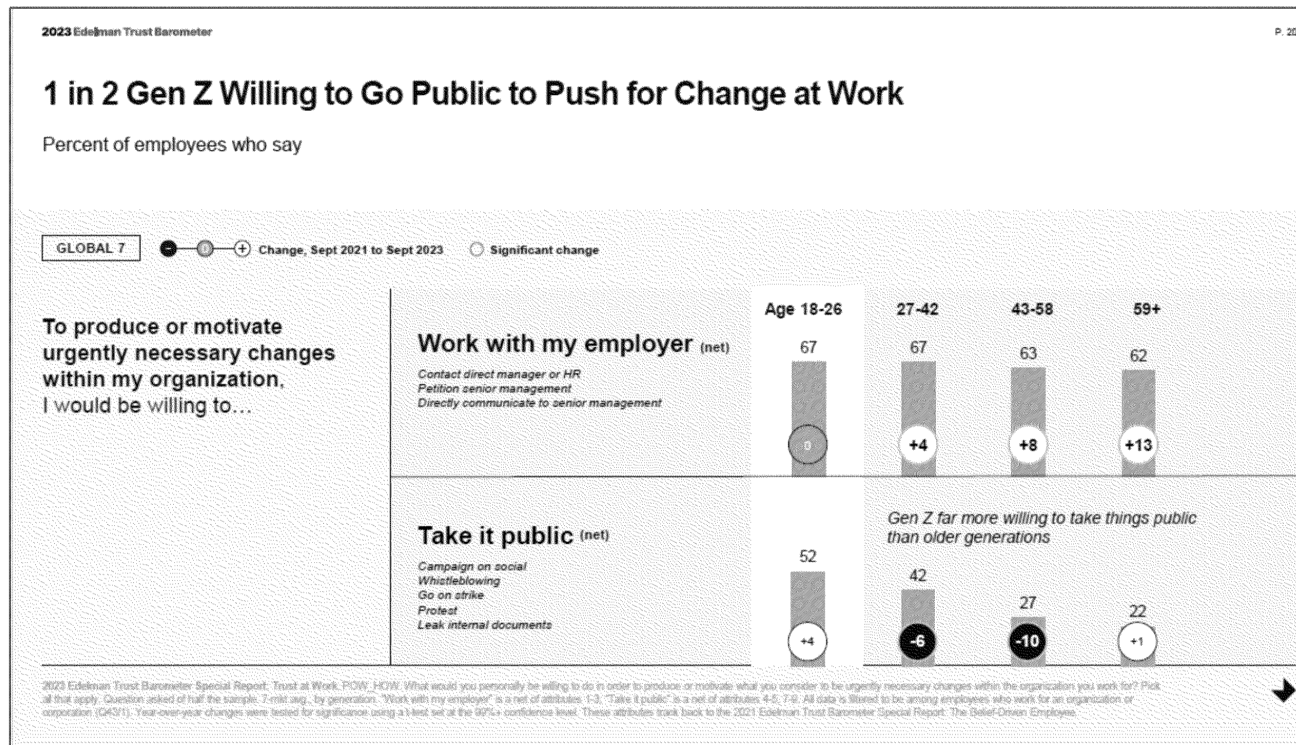
Managers Matter



Opportunities to Reduce Risks and Forge Solutions



Gen Z More Willing to Go Public



Four Levers to Influence Culture



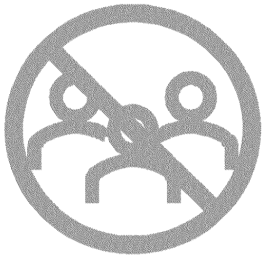
WHO YOU HIRE

- What does it look like to hire to a fit with values?
- How is hiring happening across your organisation?



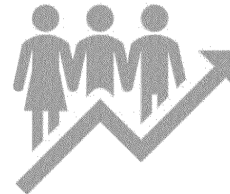
WHO YOU PRAISE

- Do you recognise employees for asking questions?
- Do you reward employees for reaching goals without considering how they reached them?



WHO YOU FIRE

- What are the consequences for misconduct?



WHO YOU PROMOTE

- Is this person a role model

FSL Culture Research Key Learnings

PROJECT CONTEXT

First, a Word on the Benchmark

FSL's research findings were compared against a handpicked assortment of companies from Ethisphere's database of over 300 ethical culture survey projects. Survey data in this Benchmark includes **165,646 respondents** from **12 companies** that meet the following criteria:

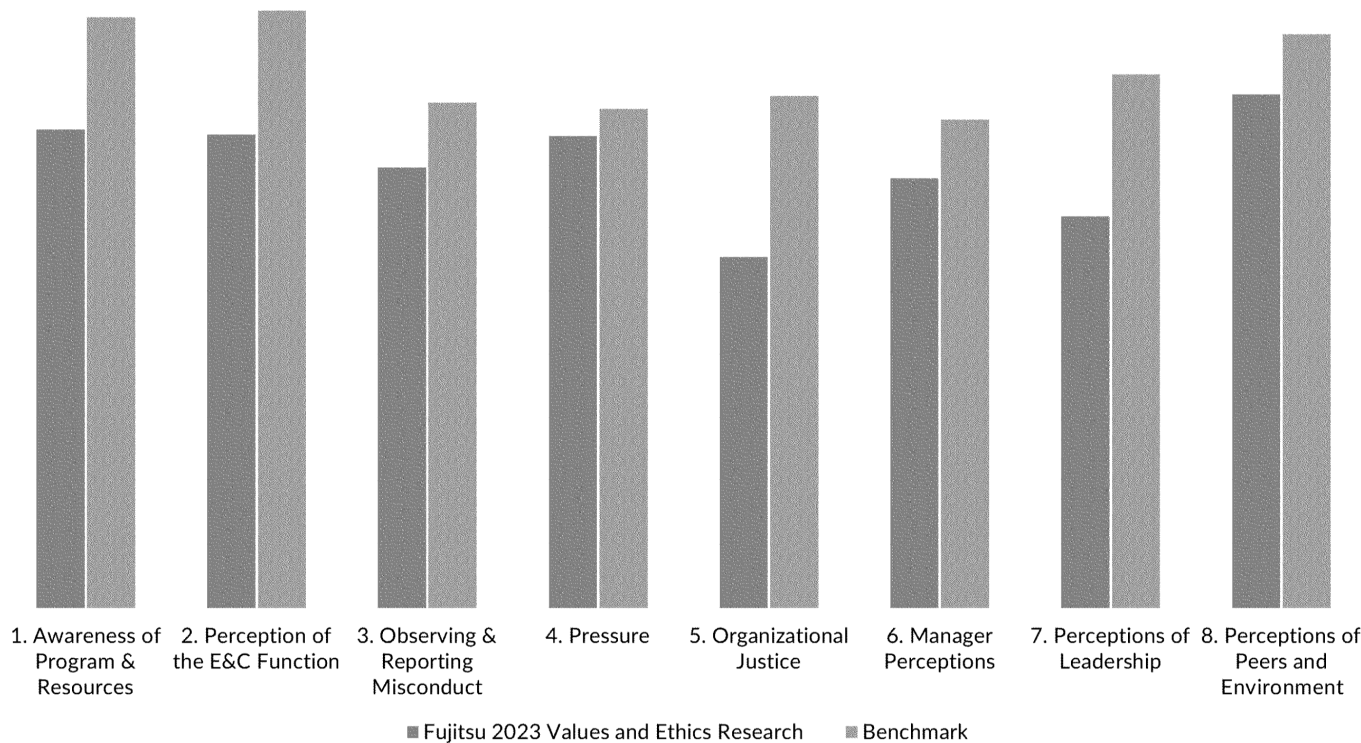
Companies in the
Information Technology
sector

Organizations with greater
than \$1 billion (USD) in
annual revenue

Data collected recently from
surveys administered
between 2022 and 2023.

ETHICAL CULTURE ASSESSMENT

Summary Favorability Scores



70.9

Fujitsu
Overall Survey Score

86.4

Benchmark
Overall Survey Score

Overall Survey and Pillar Scores
shown here represent a weighted average of favorable perceptions recorded for each question within that Pillar or Assessment. A higher score always represents more favorable perceptions.

DEMOGRAPHIC ANALYSIS

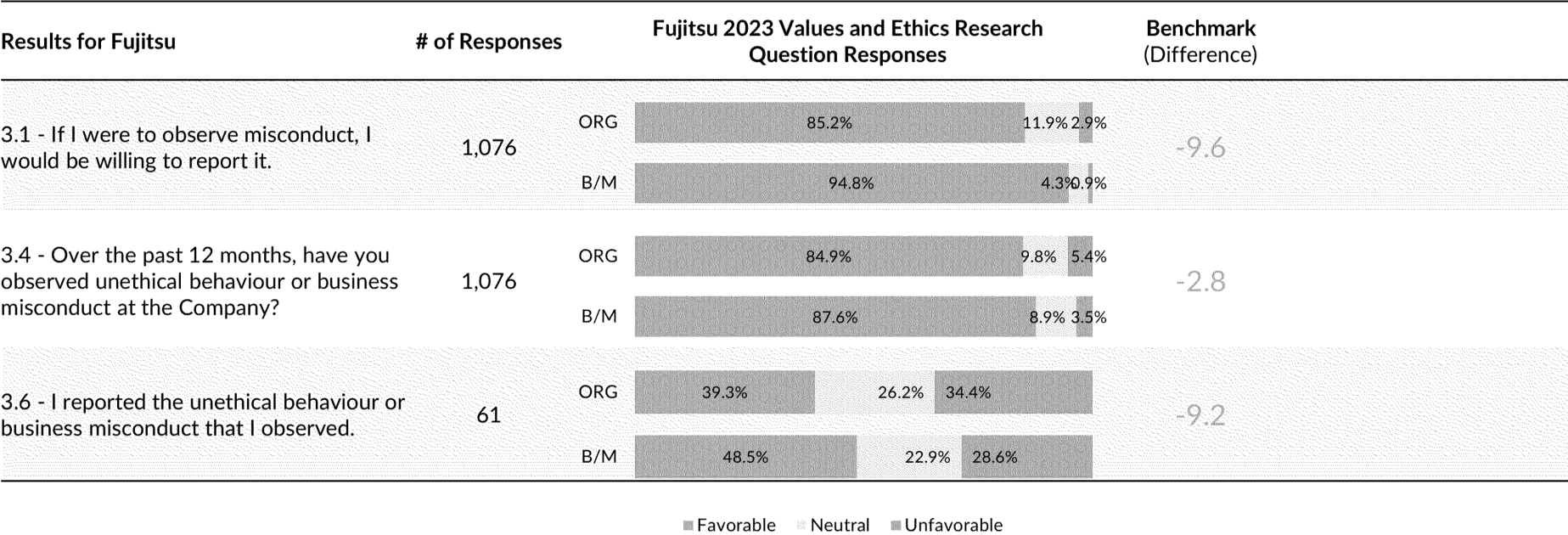
Are you a people leader? - Summary

Option	Responses		Culture Quotient	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6	Pillar 7	Pillar 8
Listed in descending order by Overall Score	Count	Response Rate	Overall Score	Awareness of the Program and Resources	Perceptions of the Function	Observing and Reporting Misconduct	Pressure	Organizational Justice	Manager Perceptions	Perceptions of Leadership	Perceptions of Peers and Environment
Yes, I have at least one direct report	383	35.6%	76.3	81.1	79.7	77.0	76.0	63.7	71.0	68.6	87.3
No, I do not have any direct reports	677	62.9%	67.7	72.9	72.6	64.2	74.6	51.7	66.6	59.1	78.3
Range	-	-	8.6	8.2	7.1	12.8	1.4	12	4.4	9.5	9
FSL Overall	1,076	15.4	70.9	75.9	75.1	69.9	74.9	55.7	68.2	62.2	81.5
Benchmark	165,646	33.0	86.4	93.8	94.8	80.2	79.2	81.2	77.5	84.7	91.1

- Segments with fewer than six responses were excluded from analysis to protect respondent anonymity.
- "Range" is the difference between the highest scoring segment and lowest scoring segment for a given pillar.
- Pillar scores in Green indicate the highest performing segment. Pillar scores in Red indicate the lowest performing segment. If "Choose not to respond" was an option, that was left out of the high/low analysis.

PILLAR 3: OBSERVING AND REPORTING MISCONDUCT

Are Employees Reporting What They Observe?



- Unless otherwise noted, "Strongly Agree" and "Agree" responses are classified as Favorable, "Neither Agree nor Disagree" is Neutral, and "Disagree" and "Strongly Disagree" are Unfavorable.
- For question 3.4 "No" is favorable, "Unsure/Decline to answer" is neutral, and "Yes" is unfavorable.
- Question 3.6 is only given to those who answered "Yes" to question 3.4. For question 3.6 "Yes" is favorable, "Decline to answer" is neutral, and "No" is unfavorable.

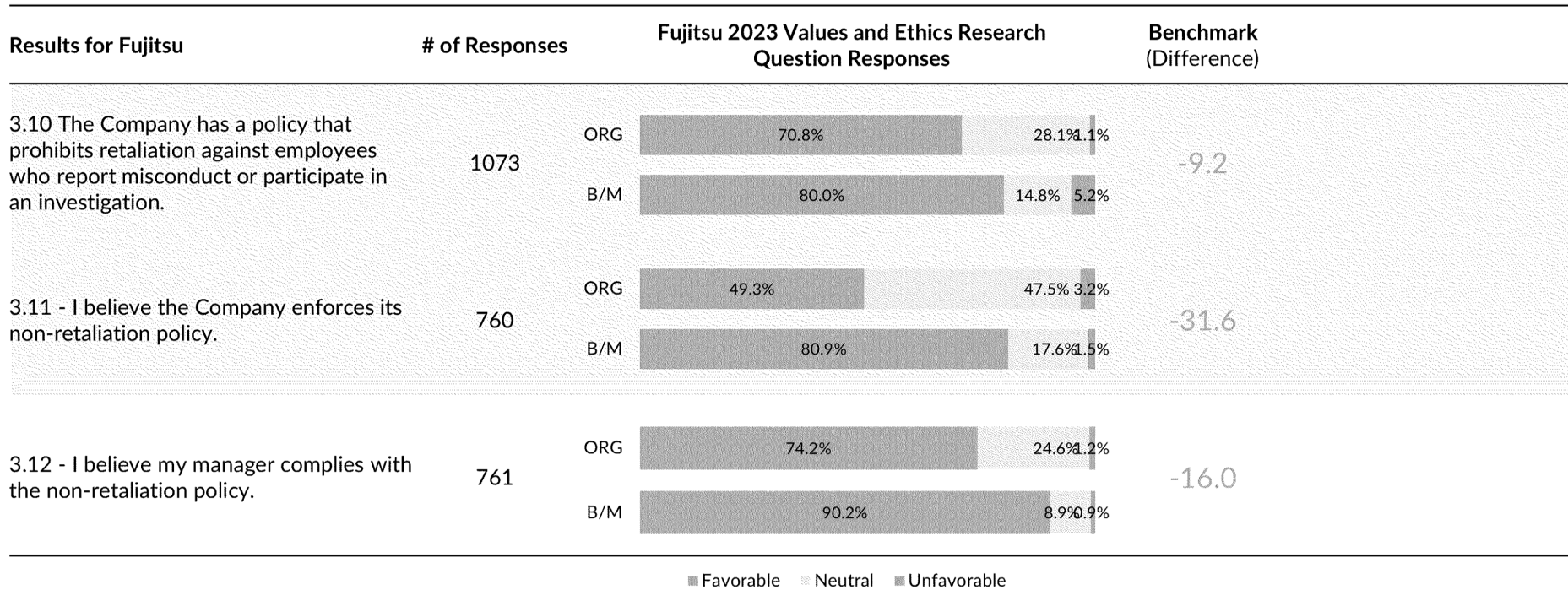
PILLAR 3: OBSERVING AND REPORTING MISCONDUCT

People Are the Most Common Reporting Method

3.7 - How did you report the suspected misconduct or unethical behaviour? (Please select all that apply) <i>Results for Fujitsu</i>	# of Responses	Fujitsu 2023 Values and Ethics Research Results 24 Total Respondents
My immediate manager	14	23.0%
Human Resources representative	11	18.0%
Other (please specify)	7	11.5%
My manager's manager	6	9.8%
Compliance representative	3	4.9%
Legal	1	1.6%

PILLAR 3: OBSERVING AND REPORTING MISCONDUCT

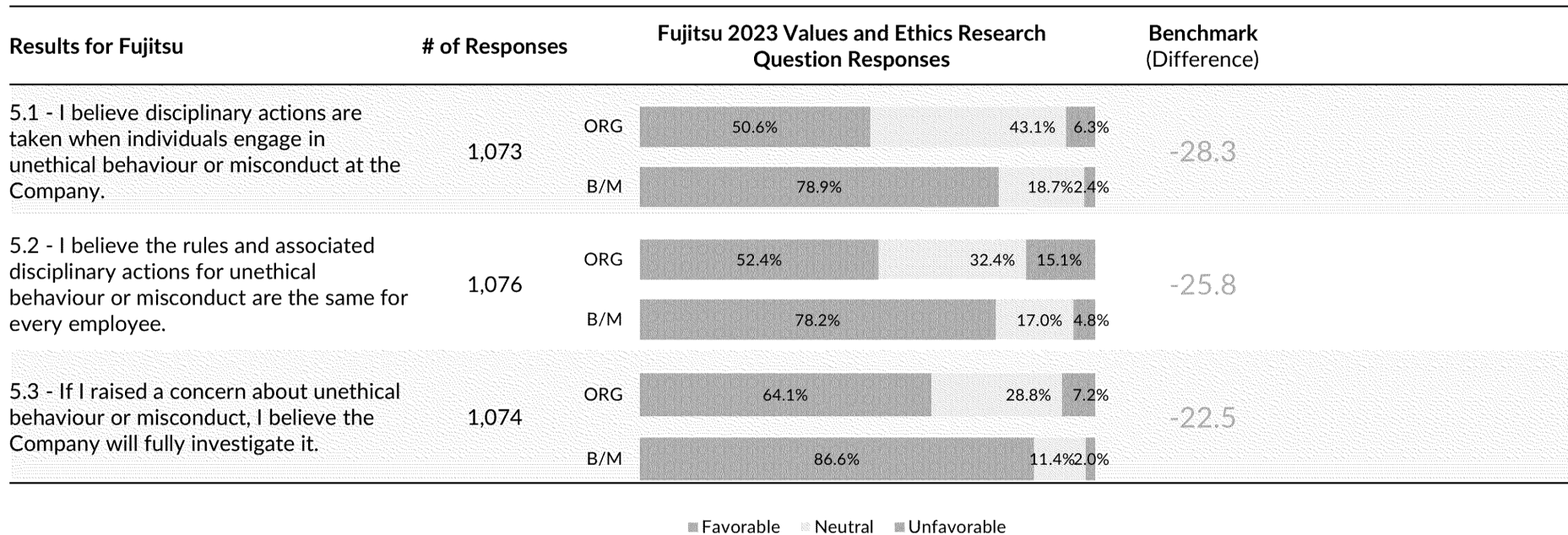
Perceptions of Non-Retaliation



- Unless otherwise noted, "Strongly Agree" and "Agree" responses are classified as Favorable, "Neither Agree nor Disagree" is Neutral, and "Disagree" and "Strongly Disagree" are Unfavorable.
- For question 3.10 "Yes" is favorable, "Don't Know" is neutral, and "No" is unfavorable.
- Question 3.11 and 3.12 are only given to those who answer "Yes" to question 3.10.

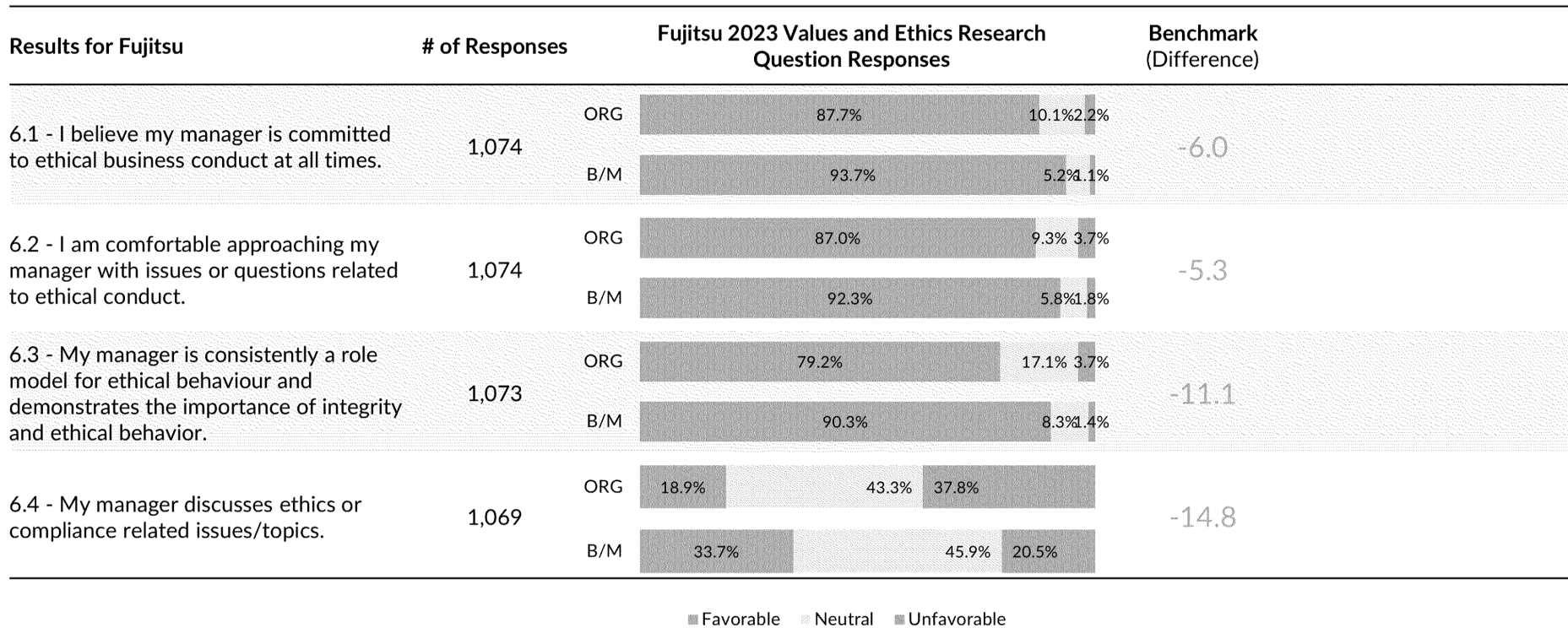
PILLAR 5: ORGANIZATIONAL JUSTICE

Perceptions of Organisational Justice



PILLAR 6: MANAGER PERCEPTIONS

Perceptions of Managers as Ethical Leaders



PILLAR 6: MANAGER PERCEPTIONS

Frequency of Communications Impacts Perception

Manager communication frequency correlates closely with favorable perceptions of across other areas.

“My manager discusses ethics or compliance related issues/topics.”		% of employees that know where to find our Code of Conduct. (Pillar 1)	% of employees that reported the unethical behaviour or business misconduct that they observed. (Pillar 3)	% of employees that know FSL has a policy that prohibits retaliation against employees who report misconduct or participate in an investigation. (Pillar 3)
Frequently	19%	85%	50%	81%
Occasionally	43%	78%	41%	75%
Rarely	25%	69%	38%	64%
Never	12%	49%	27%	56%

PILLAR 6: MANAGER PERCEPTIONS

Frequency of Communications Impacts Perception

Manager communication frequency correlates closely with favorable perceptions of across other areas.

“My manager discusses ethics or compliance related issues/topics.”		% of employees that never feel pressure to compromise Fujitsu's Code, policies, laws, rules or regulations in order to achieve business goals. (Pillar 4)	% of employees that believe the rules and associated disciplinary actions for unethical behaviour or misconduct are the same for every employee. (Pillar 5)	% of employees that believe their senior UK and Ireland leadership team acts ethically at all times. (Pillar 7)
Frequently	19%	82%	66%	70%
Occasionally	43%	77%	59%	65%
Rarely	25%	71%	41%	44%
Never	12%	65%	34%	30%

From the October Research

In Your Own Words: Manager Consistency

Compliance programs will fail if senior leadership is not prepared to invest in them. This is not just about training courses, but about investing in the tools, personnel, and time to ensure laws, regulations, and policy are followed and tracked, right from the very start of the CSLC, and not pressuring business units to continually cut corners in the pursuit of profit.

Consistency of approach through the higher layers of management is not always visible. Working on customer site can impede effective support.

From the October Research

In Your Own Words: More Transparency Is Desired

All very well the company commissioning surveys in regards to their ethical values but I am afraid like almost all the other countless surveys this company commissions they are nothing more than 'tick box' exercises and although results will have to be reported nothing will come of the responses unless it's favorable to SLT.

I would like to see more transparency around ethical issues within the organisation. It still feels very cloak and dagger and we often are not aware of what ethical issues have happened within the organisation.

More practical, scenario-based induction training is required on ethical behaviors and the potential impact of actions taken by employees on the reputation of Fujitsu.

Provide anonymised, real examples of non-compliance that has happened within the company during all-hands calls or communications.

From the October Research

In Your Own Words: Details on Project Holly

The Post Office case has undermined my previous confidence that Fujitsu always acts in an ethical way.

I still get reminded of the Post Office case from time to time. I don't know if it was determined for sure, or that there was inappropriate behaviour at any level. I would like to know if this has been addressed and details made available?

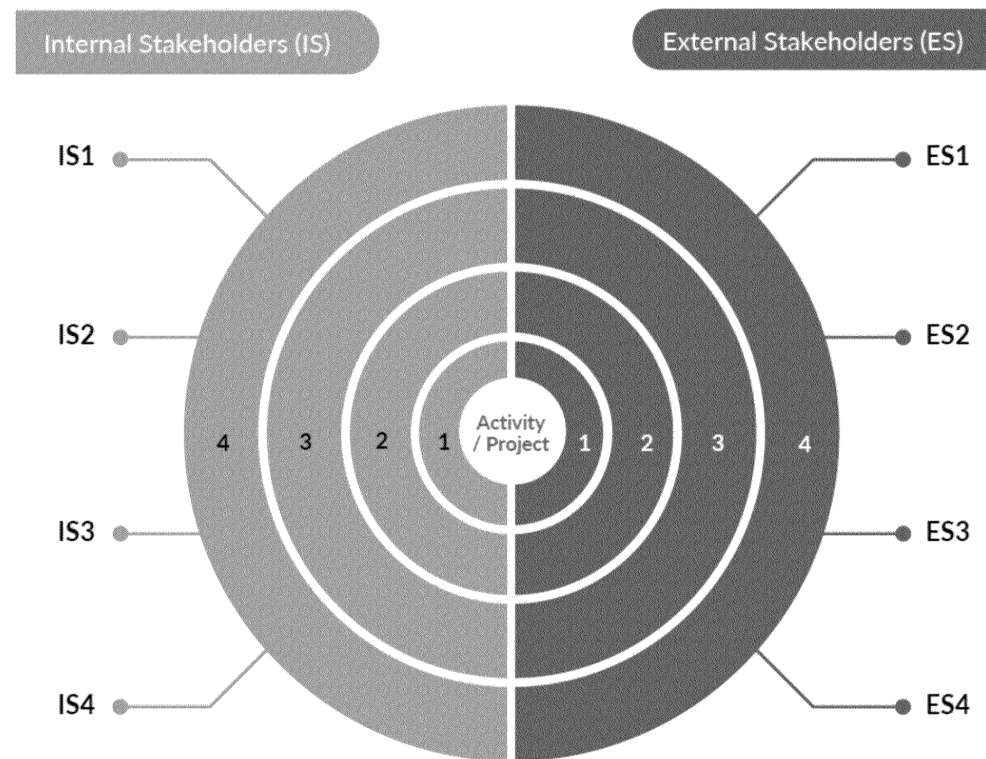
Project Holly Debrief

10-Minute Break

Stakeholder Impacts Mindset

Stakeholder Impact Map and Matrix

- Risk and opportunity identification beyond the customer brief or product features and functionality
- Broaden the lens of individual and team responsibilities
- Start by identifying those closest to the project/product and move outward



Stakeholder Impact Map and Matrix

- Assess potential positive and negative impacts
- Determine amplifiers and mitigators
- Consider sharing with stakeholders to get a better perspective
- Can be used at the project kickoff and along the way as various milestones are complete or features are designed

Project Name: _____

Stakeholder	+ Impacts	- Impacts	Amplifiers for +	Mitigators for -

Stakeholder Impact Map and Matrix

- Breakout activity
 - Select a project current underway or recently completed. As a group, complete the stakeholder map and matrix for that project (30 minutes)
 - Report back to the large group (20 minutes)

Lunch Break

Resume at 1:00

Project Holly Case Studies

Project Holly– Deep Dive Breakout Work

- Explore three moments from the Holly timeline
- For each timeline moment
 - Assign a scribe / reporter for group
 - Read case study – (10 minutes)
 - Consider and discuss the points on the slide (20 minutes)
 - Large group readouts (20 minutes)

Disclaimer - these case studies are based on facts and events that occurred within FSL over the past 25 years. However, some of the names of FSL employees have been anonymized and some of the events and roles have been modified or composited for the purpose of this exercise to encourage discussions around key themes that have arisen during the course of Project Holly and the Post Office Horizon IT Inquiry.

Project Holly– Deep Dive Case Study 1

- Discussion points:

As a member of the sales, bid or delivery team preparing for the launch of Horizon, how would you have responded? Imagine yourself in one of these teams at the time, and with the information they had, and then contrast that to how you might act in similar circumstances today.

- Why were the risks and complexity of the system underestimated?
- Should the code have been rewritten?
- How could the potential impact of the issues with Horizon have been better managed?

10-Minute Break

Project Holly– Deep Dive Case Study 2

- Discussion points:

With the benefit of hindsight, how could this have been handled differently with the customer?

- Do we have the right reporting, escalation and governance processes to ensure these types of issues would now be given appropriate attention?
- How do you think the account defined their stakeholders, and how could this be improved?
- Reflect on the management of the customer relationship, the role and voice of individual FSL employees, and consider whether this would be handled differently today?

10-Minute Break

Project Holly– Deep Dive Case Study 3

- Discussion points:

Consider the following questions from the perspective of a member of the Post Office Account Team, and then separately as an employee of FSL who is not connected to the Post Office.

- At what point would you have had concerns based on the media timeline?
- Where would you have raised your concerns, and are you confident positive action would have been taken?
- With hindsight, what should have been done in relation to these events?

Day One Recap and Preview of Day Two

- Reflect on today's learnings
- Day Two – Moving Forward
 - Plans, commitments and actions

Day Two

Agenda

Day Two – Moving Forward

- 9:00 - 9:20 Welcome and day one reflection
- 9:20 - 9:50 Walking the Fujitsu Way
- 9:50 – 10:50 Fujitsu Training and Communications Plan
- 10:50 – 11:00 – BREAK
- 11:00 – 11:30 Post-workshop activities
- 11:30 – 11:50 Workshop wrap-up

Day One Reflections

Thoughts on learnings and conversations from yesterday
Questions or concerns

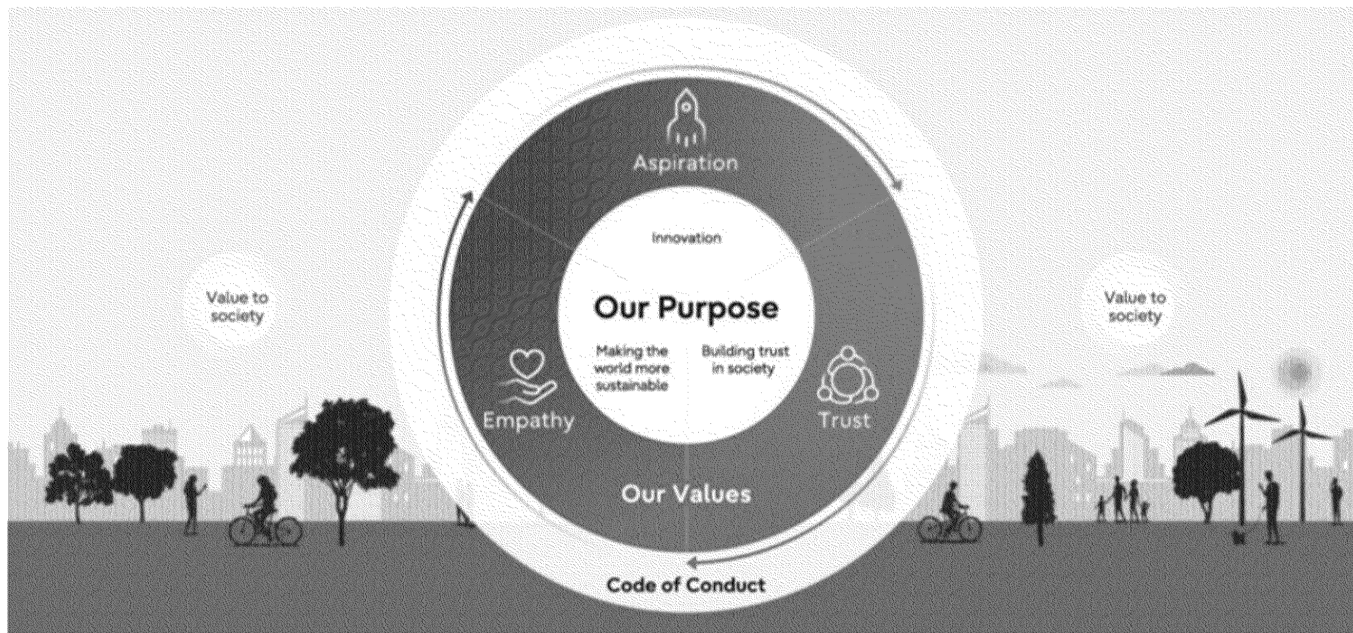
From the October Research

In Your Own Words: Leveraging the Fujitsu Way

I would like our values to be more prominent and built into our everyday language, something which comes through in meetings, sales and marketing material.

Fujitsu has made significant progress in this area over the last 5 to 10 years especially since Tokita-san became CEO. The Fujitsu Way since it was introduced has helped Fujitsu employees considerably in embracing a culture of trust, empathy, positive values and an ethical approach to their work.

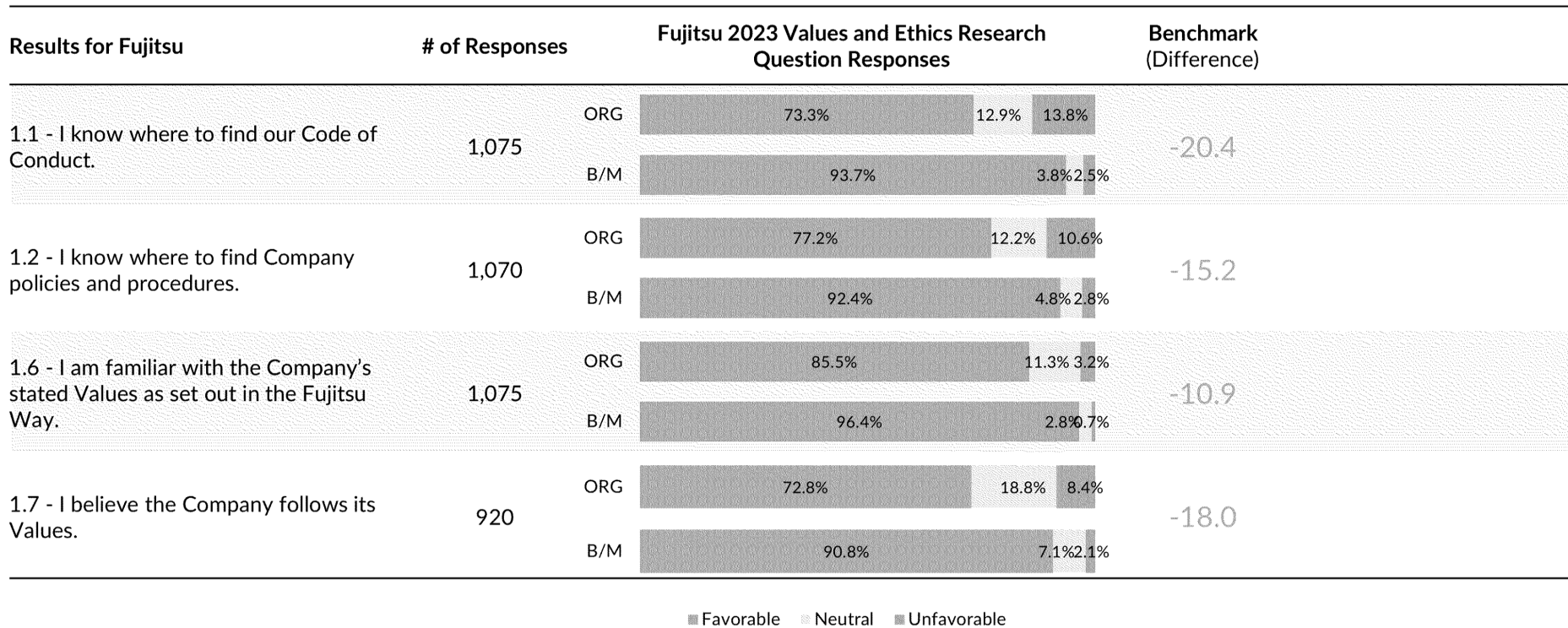
Walking the Fujitsu Way



Training and Communications Plan

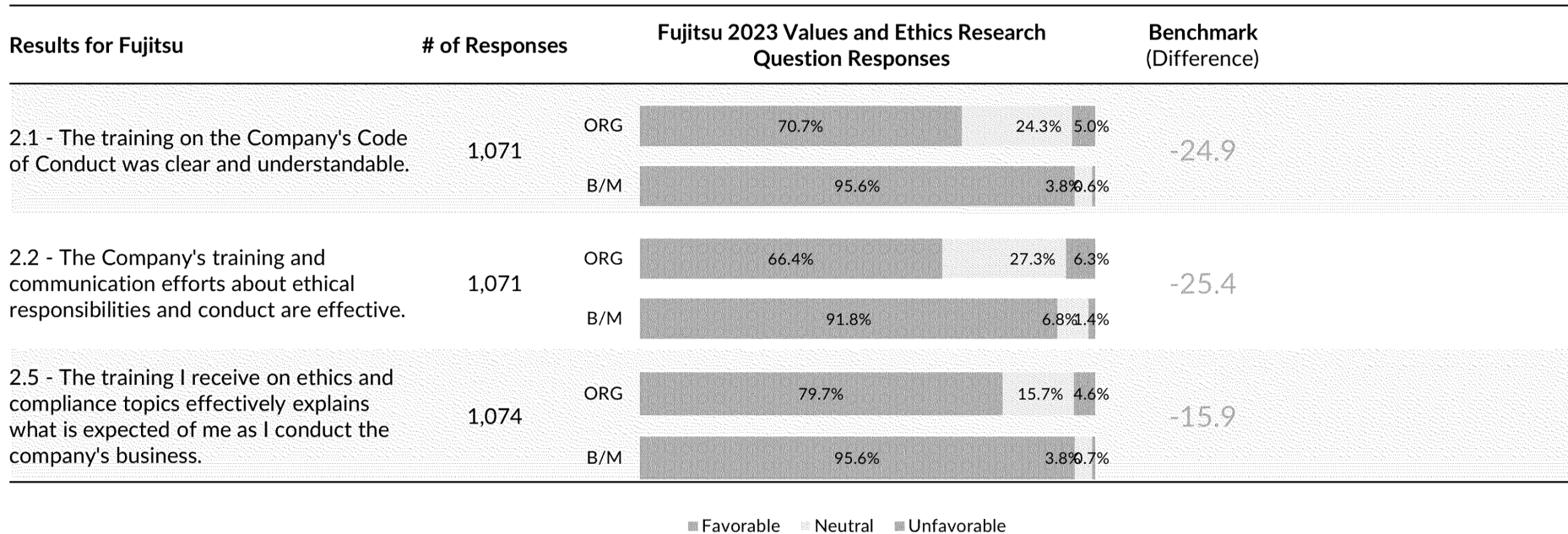
PILLAR 1: AWARENESS OF THE PROGRAM AND RESOURCES

Awareness of Standards and Values



PILLAR 2: PERCEPTIONS OF THE FUNCTION

Ethics & Compliance Training Efficacy



From the October Research

In Your Own Words: Awareness & Training

Our intranet is complex and structure of information often moves around and not all matters re: Values, Compliance, Ethics etc are in a single home. So whilst I know everything is published, i often have to do a few searches to get where i want to be.

Compliance training should be mandatory with consequences for not completing.

I want Fujitsu to be a better, fairer place to work - but have doubts about how fairly any report would be handled.

[placeholder – Anwen’s slides]

10-Minute Break

Post-Workshop Actions

- Complete the Leadership Approachability Self-Assessment by end of January 2024.
- Work with your Ethics and Values Leadership Support Group to support each other to take responsibility for embedding learnings into local business plans and providing feedback on actions taken to UKLT.
- Consider how you might use the Stakeholder Impact Map and Matrix or the How I Walk the Fujitsu Way commitment statement workshop with your teams.
- Set your commitment statement and actions for you and your teams to take after this workshop.
- In line with the overall communications plan (shared via a link), meet with your teams to discuss the agreed key messages, details of upcoming training and learnings.

Workshop Wrap-Up