

## Living the Fujitsu Way

### The Fujitsu Way, Our Purpose, and Our Values

#### SLIDE: Introduction

## Training Introduction from Anwen

Welcome and thank you for launching this training. By the end of this training you will:

- Be familiar with the Fujitsu Way and Our Values
- Consider how you use Our Values to guide your day-to-day interactions with your colleagues, customers and partners
- Know the routes to speak up in Fujitsu and where to go for more support.

Video Source

GRO

Disclaimer: All case studies in this training are fictional and made up for learning purposes only.

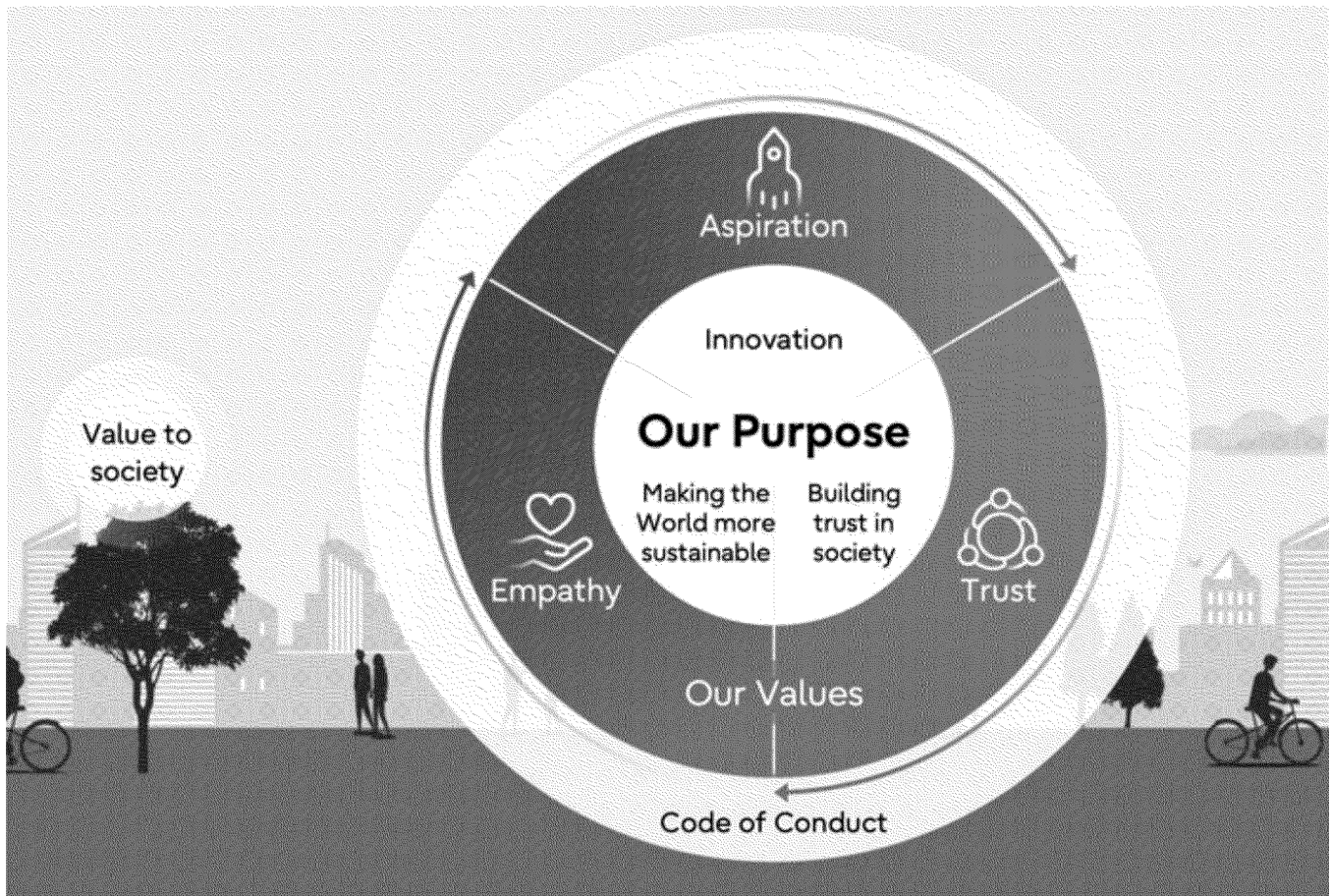
#### SLIDE: The Fujitsu Way

## The Fujitsu Way

The Fujitsu Way demonstrates the principles on which all Fujitsu people around the world make their decisions and take actions.

The Fujitsu Way comprises three parts: **"Our Purpose"**, **"Our Values"** and **"Code of Conduct"**.

- **"Our Purpose"** indicates why Fujitsu exists in society.
- **"Our Values"** are the important sense of value each person should have.
- **"Code of Conduct"** is what we should comply with.



## SLIDE: Our Purpose

### Our Purpose

The world is becoming more uncertain. There are many difficult societal challenges such as climate change, rapid urbanisation, and an aging population. These problems pose a great threat to the sustainability of the world.

As a global company with a long history of delivering technology-based value to customers, it is our responsibility to contribute proactively to the transformation of society.

Our purpose is to make the world more sustainable by building trust in society through innovation.

We have been making our contribution to building trust in society through our products and services. Trust is a core part of our DNA. In this uncertain era, trust is ever more essential to make the world more sustainable. We have to use our creativity to deliver innovation that will enable a more trusted society.

Our purpose represents why all Fujitsu people in the world work together every day and drives every action of every person at Fujitsu. This is the core of the Fujitsu Way. The Fujitsu Way is a compass for every person of Fujitsu to act with our purpose.

## Background recognition

- The world has become more inter-connected with ever-growing complexity. We are experiencing an era that is fast-changing and uncertain.
- As a global company with a long history of delivering technology-based value to customers, it is our responsibility to contribute proactively to the transformation of society.
- In this era, we need unconventional ways to solve the world's difficult challenges.

## Our value creation

- We create human centric innovation by bringing together people with data and physical things.
- We empower people to work more creatively and support the success of our customers.

## Our own transformation

- Our purpose drives every action of every person in Fujitsu.
- Empathizing with people's challenges, we will collaborate and act with agility to create solutions that make a positive impact to the environment, society and the economy.

## Growing our own capability

- We respect fairness and equality, and promote diversity and inclusion.
- We will continue to build the technology and capabilities needed by society in an environment where everyone is free to maximize their potential.

## SLIDE: Our Values

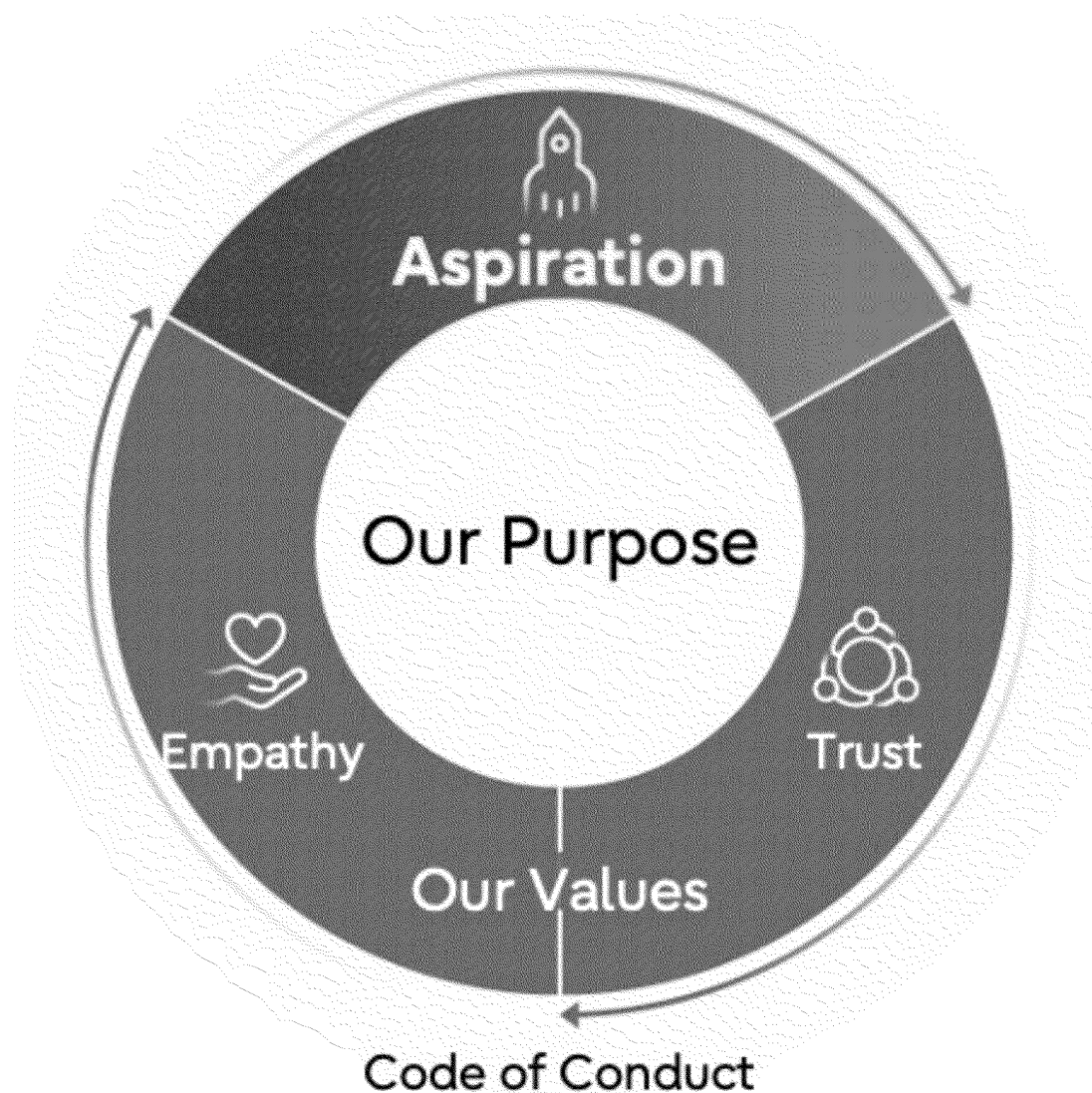
### Our Values

In order to realise the purpose, “Our Values” indicate a critical cycle consisting of ‘**Aspiration**’, ‘**Trust**’, and ‘**Empathy**’. Every action and decision we make at Fujitsu should be aligned with Our Values.

## SLIDE: Our Values - Aspiration

### Aspiration

Innovation is needed to build trust in society and solve difficult societal challenges. We focus our energies on delivering innovation to achieve our purpose.



**Set ambitious targets and act with agility.**

Technology and the business environment are fast changing. We set ambitious targets and act with agility to make the world more sustainable.

**Embrace diversity and create original ideas.**

It is important to have free and open discussions between people who have diverse, different values and perspectives. This enables us to gain new insights and create original ideas.

## **Stay curious and learn from failures and experiences.**

Creativity comes from having curiosity in a wide range of things beyond the scope of your immediate work. Failures are not necessarily bad things. Let's learn from failures and experiences, and continuously strive for success with growth mindset.

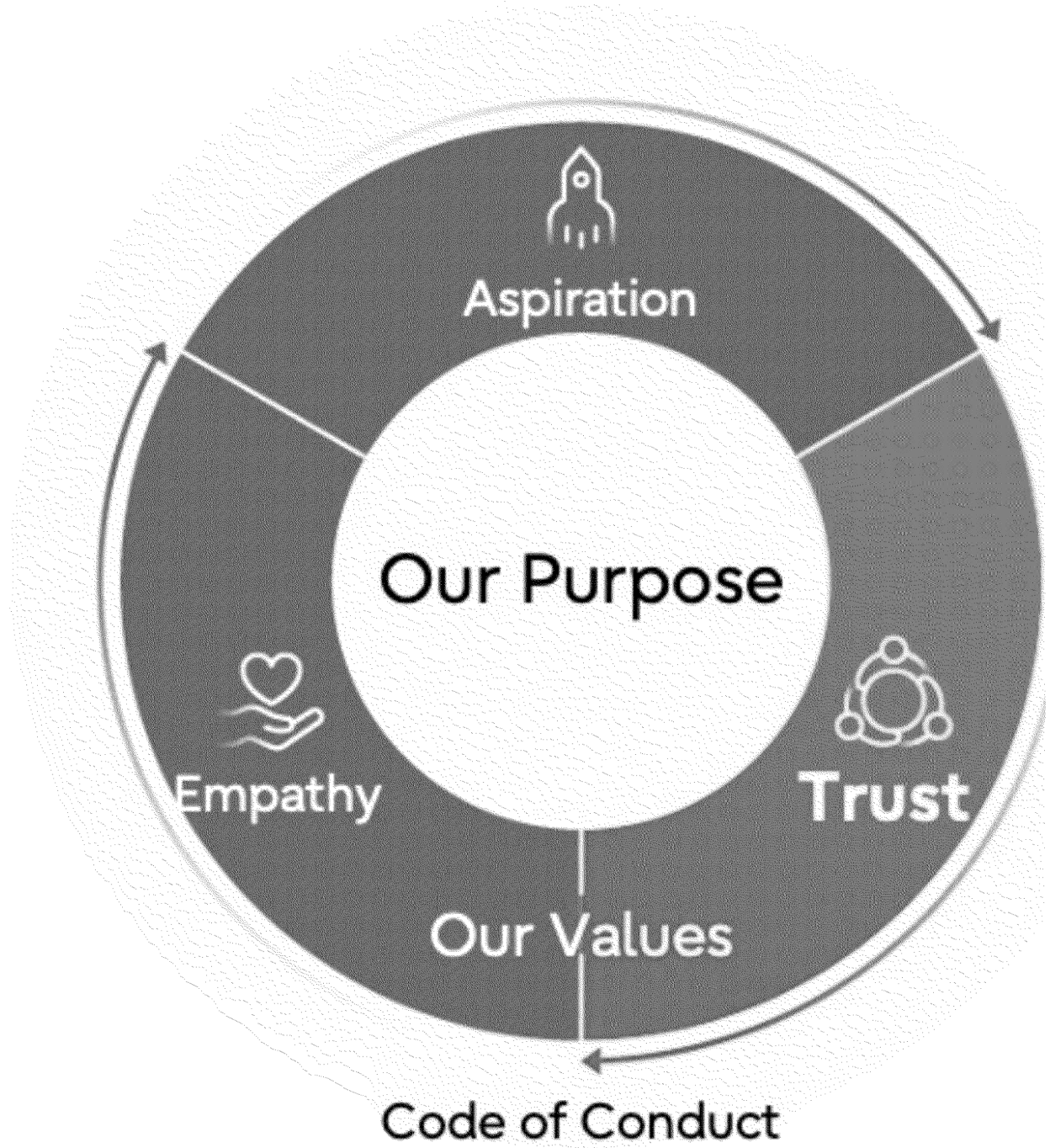
## **Deliver positive impact through human centric innovation.**

We create human centric innovation by bringing together people with data and physical things. We generate innovation to deliver positive impact to society and our planet.

### **SLIDE: Our Values - Trust**

## **Trust**

People's confidence in the future drives the sustainable growth of society. We connect people and use innovative technologies to support trust of customers and society.



**Honor promises and exceed expectations.**

Honoring promises is the foundation of trust. In addition, we draw a big picture and act with it to deliver outcomes that exceed expectations.

**Act with ethics, transparency and integrity.**

Technology is advancing rapidly. Technology is neither good nor bad; how we use it is what matters. As a technology developer and provider, we do everything with the highest standards of ethics, transparency and integrity.

**Work autonomously and unite for common goals.**

The highest performance can be achieved in an environment where everyone trusts each other and feels safe. We are empowered to work autonomously and collaborate with team members toward common goals.

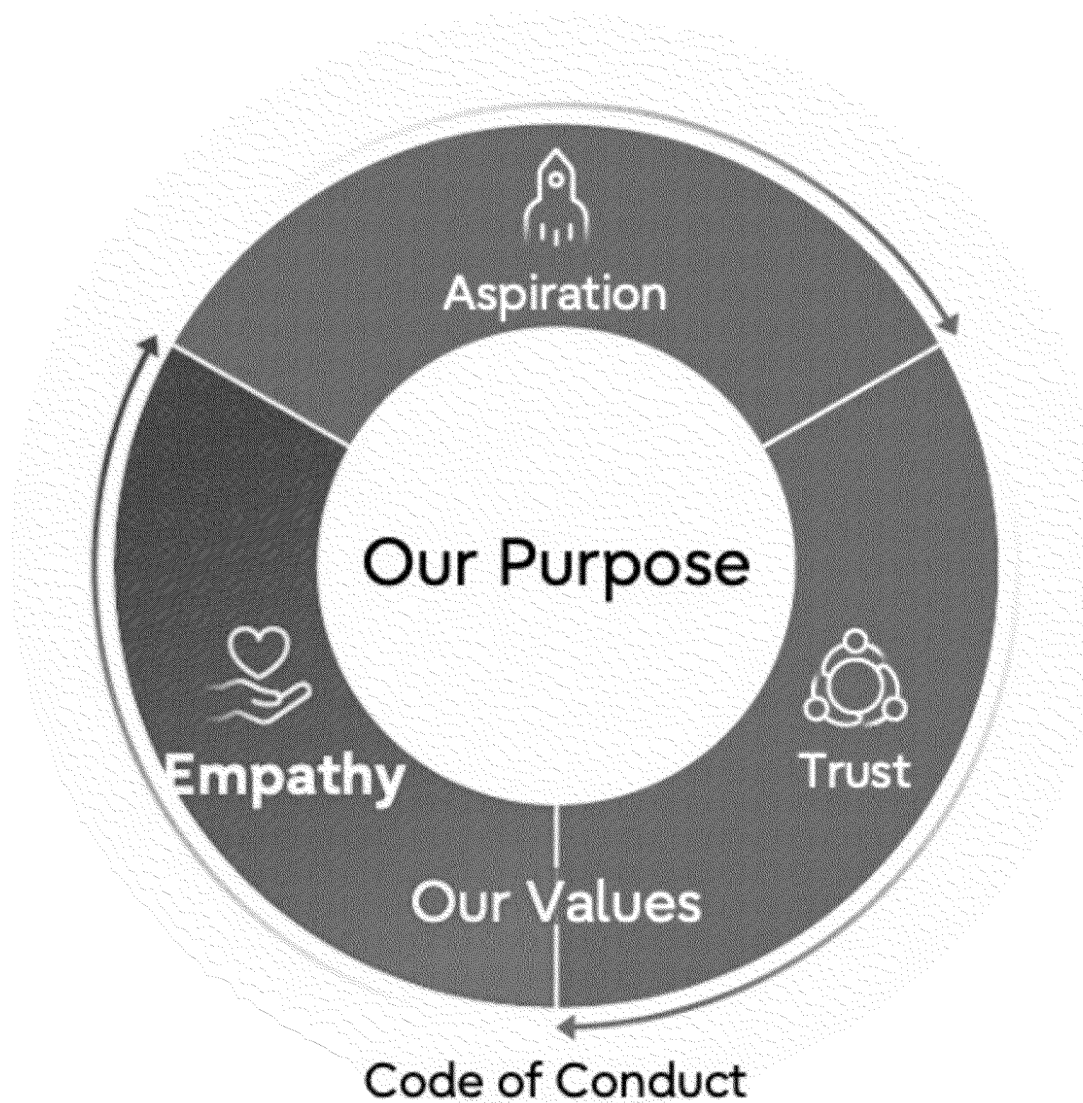
**Contribute to a trusted society using technology.**

In this digital era, we help customers and society build trust through everything we do, including technology, products and services.

**SLIDE: Our Values - Empathy****Empathy**

We can design new business and create new value by empathizing with challenges and aspirations that customers and citizens have.

Let's use the power of empathy to proactively work for achieving our purpose.



**Strive for customers' success and their sustainable growth.**

We contribute to our customers' success and their sustainable growth by solving their unarticulated, material challenges.

**Listen to all people and act for the needs of our planet.**

We listen to the voices of all people from all backgrounds, with the spirit of 'no one left behind'. We act from the viewpoints of the global environment and biodiversity.

## **Work together to solve global challenges.**

We openly collaborate with ecosystem partners within and outside of the company, holding the sense of responsibility to solve global societal challenges.

## **Generate shared value for our people, customers, partners, community and shareholders.**

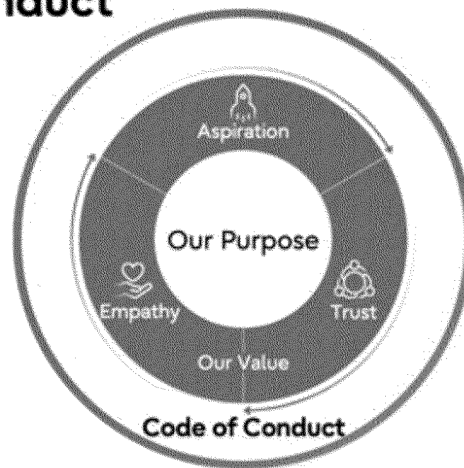
We use our purpose as a compass to align the growth of business and the development of society. We generate shared economic value and social value that are meaningful for all our stakeholders.

### **SLIDE: Code of Conduct**

## **Code of Conduct**

As a member of the Fujitsu society, we must comply with the “Code of Conduct”, which forms a core part of the Fujitsu Way. You should familiarize yourself with the Code of Conduct and ensure that you comply with it at all times. To access a full copy of the Code of Conduct, see here: [Code of Conduct : Fujitsu Global](#)

## Code of Conduct



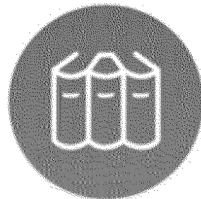
We respect human rights.



We comply with all laws and regulations.



We act with fairness in our business dealings.



We protect and respect intellectual property.



We maintain confidentiality.



We do not use our position in our organization for personal gain.

## SLIDE: Walking the Fujitsu Way

### Walking the Fujitsu Way

For more information on the Fujitsu Way and our company values, please see here: [Fujitsu Way : Fujitsu Global](#)

## Three elements of the Fujitsu Way

<b>Our Purpose</b>	<b>Our purpose is to make the world more sustainable by building trust in society through innovation.</b>	
<b>Our Values</b>	<b>Aspiration</b>	<ul style="list-style-type: none"> <li>• Set ambitious targets and act with agility.</li> <li>• Embrace diversity and create original ideas.</li> <li>• Stay curious and learn from failures and experiences.</li> <li>• Deliver positive impact through human centric innovation.</li> </ul>
	<b>Trust</b>	<ul style="list-style-type: none"> <li>• Honor promises and exceed expectations.</li> <li>• Act with ethics, transparency and integrity.</li> <li>• Work autonomously and unite for common goals.</li> <li>• Contribute to a trusted society using technology.</li> </ul>
	<b>Empathy</b>	<ul style="list-style-type: none"> <li>• Strive for customers' success and their sustainable growth.</li> <li>• Listen to all people and act for the needs of our planet.</li> <li>• Work together to solve global challenges.</li> <li>• Generate shared value for our people, customers, partners, community and shareholders.</li> </ul>
<b>Code of Conduct</b>	<ul style="list-style-type: none"> <li>• We respect human rights.</li> <li>• We comply with all laws and regulations.</li> <li>• We act with fairness in our business dealings.</li> <li>• We protect and respect intellectual property.</li> <li>• We maintain confidentiality.</li> <li>• We do not use our position in our organization for personal gain.</li> </ul>	

### SLIDE: Adopting a Stakeholder Mindset

## Stakeholder Mindset

Our stakeholders need to be at the forefront of all we do.

The following video will ask you to consider who are your Stakeholders and encourage you to discuss within your teams.

Video Source

**IRRELEVANT**

**SLIDE: Case Study Fact 1**

## Check on learning



### Case Study - Fact 1

Penny is leading a bid to provide a proposal in response to a government tender to improve the efficiency of visa processing. The

tender is for a bespoke AI solution to assess and triage all visa applications. If Fujitsu win the bid it would be a very high value contract.

Considering the Fujitsu Way, which of the following four options should Penny consider before submitting the proposal?

Answer 1

What would be the impact on an individual submitting their visa application if the technology malfunctions? How can the solution mitigate any impact?

Answer 2

Does Fujitsu have the technology and skills to deliver this complex and bespoke AI service?

Answer 3

How can Fujitsu work with the customer to ensure a transparent, and well documented, design, development, and delivery process which includes clear success criteria?

Answer 4

All of the above.

Response for Answer 1: Incorrect Answer:

Not quite

Answer A, is aligned with the Fujitsu Way as it respects human rights and considers the impact on society of our technology, showing Trust and Empathy.

Response for Answer 2: Incorrect Answer:

Not quite

Answer B, is an important consideration to ensure Fujitsu is a trusted technology provider.

Response for Answer 3: Incorrect Answer:

Not quite

Answer C, is an important example of the value of Aspiration and Trust where Fujitsu ensures it is providing services as a trusted technology provider.

Response for Answer 4: Correct Answer:

Correct, the answer is all of the above.

Each of these answers represent considerations that are in line with the Fujitsu Way.

Answer A, shows a respect for human rights and considers the impact on society of our technology, showing Trust and Empathy.

Answer B, is an important consideration to ensure Fujitsu is a trusted technology provider.

Answer C, is an important example of the values of Aspiration and Trust where Fujitsu ensures it is providing services as a trusted technology provider.

## **SLIDE: Case Study Fact 2**

## Check on learning



### Case Study - Fact 2

During the tender process it has come to light that the government requires the service to be live within 6-months as the current system is being decommissioned. However, the development team has said the AI technology will take at least 12-months to correctly design, develop and test before it can go live. You have information that other competitors may be willing to agree to the 6-month delivery timeline.

Which of the following four options should Penny NOT do? Select the one option below that should not be considered in line with the Fujitsu Way.

Answer 1

Discuss with the government to see if there is any flexibility in the 6-month delivery date being transparent about our delivery approach and timescales.

Answer 2

If following conversations with the government, the 6-month delivery date is not flexible and it is known Fujitsu cannot deliver a finished product within the required timescales, pull out of the tender.

Answer 3

Submit the proposal that Fujitsu can meet the 6-month go live date and figure out how to deliver within the timescales later. It is a big contract, and we don't want competitors to win the work.

Answer 4

If following conversations with the government, the 6-month delivery date is flexible, submit Fujitsu's tender response with accurate descriptions of what, when and how Fujitsu can deliver the AI solution.

Response for Answer 1: Incorrect Answer:

Incorrect; this option is in line with the Fujitsu Way. To realise our purpose, Fujitsu must operate in line with Our Values, including Trust, which includes acting with ethics, transparency and integrity. This option ensures transparency and honesty with our customers about our delivery capability.

Response for Answer 2: Incorrect Answer:

Incorrect; this option is in line with the Fujitsu Way. Submitting a tender when it's known Fujitsu cannot deliver the project in accordance with the customers contractual requirements is not in line with Our Values. Therefore, to operate in accordance with the Fujitsu Way, we should pull out of the tender.

Response for Answer 3: Correct Answer:

Correct; the Code of Conduct ensures that we act with fairness in our business dealings. Overpromising to deliver a service which we know cannot be delivered in line with the specifications does not comply with the Code of Conduct or align with Our Value of Trust, meaning to honor promises and exceed expectations. Therefore, Penny should NOT undertake this option.

Response for Answer 4: Incorrect Answer:

Incorrect; this option is in line with the Fujitsu Way. It is in line with all Our Values: Aspiration, Trust and Empathy, to submit honest, accurate and clear tenders to our customers.

**SLIDE: Case Study Fact 3**

## Check on learning



### Case Study - Fact 3

Fujitsu win the tender and agree to deliver the AI solution within 12-months. 11-months have passed and there are some defects with the AI solution during testing which show some accuracy concerns which may delay the go live date. This is a very large contract and there are significant delay penalties which will apply if Fujitsu does not meet the 12-month go live date.

Penny's manager, Bella, has asked her not to inform the customer about the defects, because all technology has some issues and there is no defined accuracy requirement in the contract. Bella has instead asked Penny to inform the customer that Fujitsu is still on target to meet the 12-month go live date.

Which of the following four options should Penny NOT do? Select the one option below that should not be considered in line with the Fujitsu Way.

Answer 1

Escalate to a senior manager in the team. Penny's manager is the senior manager on the project, so she should escalate to a member of the Leadership Team.

Answer 2

Raise a concern using Fujitsu Alert to speak up about the manager's behaviour that is not in line with Fujitsu's values.

Answer 3

Speak to the customer and explain the reason for the delay and provide a clear timeline and plan for when the solution will be delivered.

Answer 4

Inform the customer that everything is on track and allow the system to go live with the known technical defects.

Response for Answer 1: Incorrect Answer:

Incorrect; Fujitsu does not tolerate pressure to act counter to Our Values in any situation. Penny's manager's behaviour should be reported and escalated so that appropriate action can be taken. The routes to report unacceptable behaviour are covered later in this training.

Response for Answer 2: Incorrect Answer:

Incorrect; Fujitsu does not tolerate pressure to act counter to Our Values in any situation. Penny's manager's behaviour should be reported and escalated so that appropriate action can be taken. The routes to report unacceptable behaviour are covered later in this training.

Response for Answer 3: Incorrect Answer:

Incorrect; we should be transparent with our customers and operate with fairness in our business dealings.

Response for Answer 4: Correct Answer:

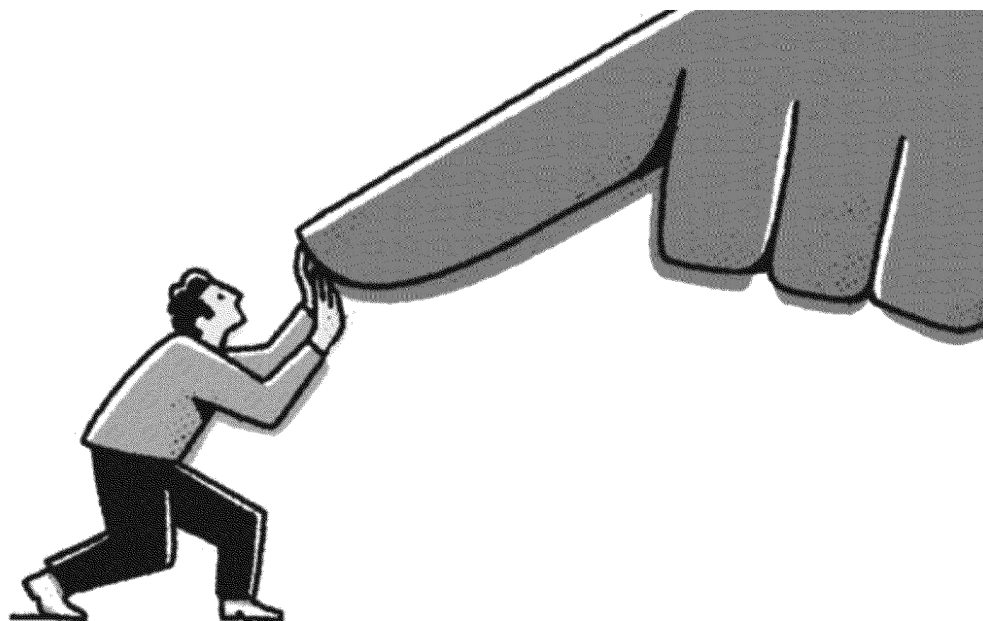
Correct; by **not** being transparent with the customer about Fujitsu's ability to deliver on time with a safe and tested solution, we are not meeting the expectations of the Fujitsu Way to act with ethics, transparency and integrity.

As the technology is being used to assess visa applications, there is a potential for serious impact on wider society if the technology is not accurate or safe to use. Therefore, offering it without sufficient testing and accuracy breaches a number of Our Values and obligations in the Code of Conduct, including the commitment to generate shared value and to respect human rights. Therefore, Penny should NOT undertake this option.

## Living the Fujitsu Way

### Unacceptable Behaviours and Speaking Up

## SLIDE: What are Bullying, Harassment Discrimination, and Victimisation?



## Bullying, Harassment, Discrimination, and Victimisation

Fujitsu believes that every individual has the right to be treated with respect and dignity and to work in an environment which is free from bullying, harassment, discrimination, and victimisation. In fact, Fujitsu has a zero-tolerance policy against bullying, harassment, discrimination, and victimisation as outlined in our Diversity and Inclusion Policy which can be found [here](#).

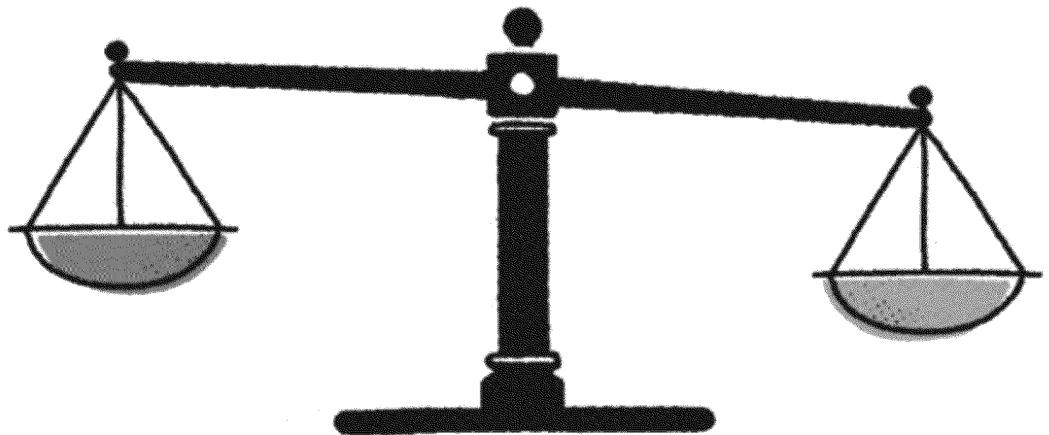
Equally, everyone has the right to complain if subjected to any form of bullying, harassment, discrimination, or victimisation at work regardless of whether they are the recipient or a witness. Fujitsu takes any complaints of this nature very seriously and they will be dealt with promptly and professionally.

- **Bullying** may be characterised as persistent, offensive, intimidating, malicious or insulting behaviour. An abuse or misuse of power through means intended to undermine, humiliate,

denigrate, injure or undermine the confidence or self-esteem of the recipient.

- **Harassment** can be defined as unwanted conduct affecting the dignity of employees in the workplace. It may be related to any personal characteristic of the individual, such as age, gender, gender identity / expression, sexual orientation, race, disability, religion / belief, creed, nationality, perceived community background, social status, family origin, physical or mental disability.
- **Discrimination** can be defined as treating someone less favourably because of their personal characteristics.
- **Victimisation** is when a person is treated less favourably than another because they have made a complaint (also known as retaliation, which will be covered later in this training), brought proceedings, given evidence, rejected advances or complained about the behaviour of someone who has been harassing, bullying or discriminating against them.

For the purposes of today's training, we'll refer to bullying, harassment, discrimination, and victimisation as "**Unacceptable Behaviours**".



**SLIDE: Why it Matters**

## Learn to create change

The unfortunate truth is that Unacceptable Behaviours in the workplace do occur and can be severe. In order to know how to put a stop to these Unacceptable Behaviours, we need to know what they look like. We could provide you with a long list of thou-shalt-nots, but it likely would not include all of the nuance and complexity involved in incidents related to these Unacceptable Behaviours. Our [Bullying, Harassment and Victimisation Policy and Guidelines](#) provide further detail in relation to these Unacceptable Behaviours which all colleagues should familiarise themselves with.

What is important to recognise is that these issues can come in many forms. They do not necessarily even need to be face-to-face to be considered unacceptable. For example, a person can experience workplace harassment online, for example, via Teams or email.

In general, we seek to create a culture where no one is made to feel excluded or finds themselves the target of bias or injustice.



**SLIDE: Addressing Unacceptable Behaviours**



## Resources

We should all treat everyone we meet during the course of our work with respect and dignity. We all have a clear responsibility to help create a culture at work where Unacceptable Behaviours will not be tolerated and in particular, we should always ensure that our conduct does not cause offence or misunderstanding to others. We also have a personal duty and a duty to our colleagues to speak up about instances of Unacceptable Behaviours. It is our collective responsibility to comply with our policies and values and to behave in a respectful manner towards others. If you see, suspect, or experience Unacceptable Behaviours, we want you to feel confident to speak up about it:

- To a manager;
- To another trusted colleague;
- To the HR team;
- Through another appropriate channel (e.g., Ask Legal);
- Through our formal grievance procedure;
- Via our confidential whistleblowing helpline, [Fujitsu Alert](#).

All our speak-up routes are listed towards the end of this training and you will also find this [document](#) in our HR handbook on Fujitsu Compass.

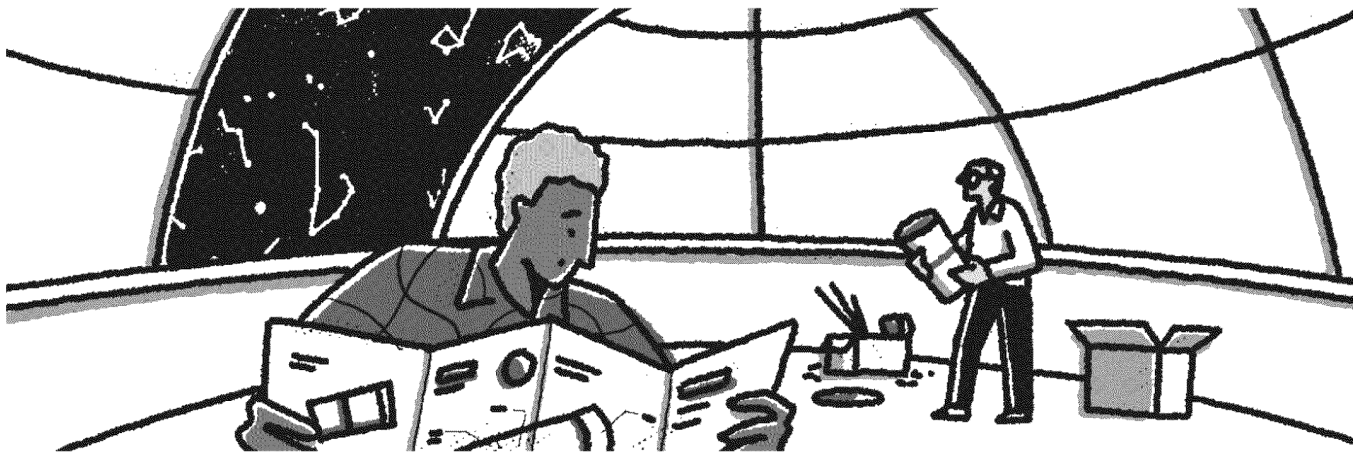
## SLIDE: What is an Active Bystander?



## What is an Active Bystander?

An active bystander is someone who notices a problematic situation and makes the choice to speak up about it. Active bystanders are valuable in helping Fujitsu maintain a culture of personal ownership, and social and ethical responsibility, which aligns with the Fujitsu Way. By noticing what's happening around us and speaking up when we see problematic, concerning or unethical actions or Unacceptable Behaviours, active bystanders can send a clear message that the conduct they have witnessed is not appropriate or acceptable. In terms of diversity, being an active bystander is the same as being an active ally, meaning that we speak up where we encounter inequity, in order to do something about it.

**SLIDE: What are the main stages of being an active bystander?**



## What are the main stages of being an active bystander?

Stage 1: We **notice** the action or behaviour. This is about being informed about what is inappropriate and noting the behaviour.

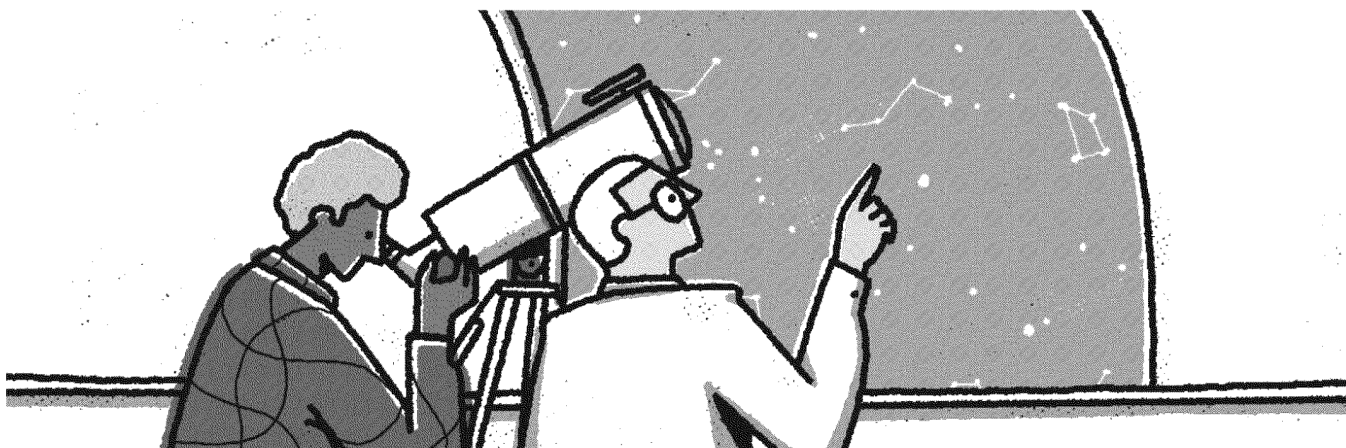
Stage 2: We **interpret** it as a potential problem. Do not presume that the potential problem has been solved, addressed by someone else or underestimate its importance. If you see something which is concerning, you have a responsibility to highlight it.

Stage 3: We feel empowered to **speak up** about it and realise that it's our responsibility to actively do so. Do not assume that someone else will intervene, or that because you are not causing the problem, it is not your responsibility to be part of the solution.

Stage 4: We know **how** to speak up. Use one of the channels available to you to speak up about the concerning action or behaviour and know that your concerns will also be thoroughly investigated, without retaliation.

We will cover the channels available to you to speak up about any concerns you encounter at Fujitsu, a little bit later.

## SLIDE: Perceived Barriers



## Perceived Barriers

Have you ever witnessed something and thought “that is not okay, I really should speak up about that” but then something prevents you from speaking up? In the culture and ethics research recently conducted across Fujitsu UK & Ireland, the most common reasons people shared why they may choose not to speak up included:

- Thinking ‘the person is more senior than me’;
- Thinking ‘I didn’t think this would be taken seriously’;
- Thinking ‘No-one else is doing anything so I shouldn’t either’;
- Assuming that ‘someone else’ will speak up about it;
- Thinking ‘I don’t know the person – don’t get involved’;
- Being concerned about how other people may react;
- Fear of retaliation.

To be an active bystander, we all need to challenge these thoughts and perceptions and make the decision to speak up. By all being active bystanders and speaking up about any concerns we are facing, Fujitsu can operate as a trusted company with the right set of values and corporate culture.

Anyone speaking up about concerns is protected from retaliation, discrimination, victimisation or subsequent disadvantage.

## SLIDE: Bystander Intervention - Check on Learning

## Check on learning



Remember Penny from earlier in the training?

Penny's colleague Liam was in the same room and overheard the conversation between Penny and her manager Bella; where Bella asked Penny not to tell the customer about the issues with the AI software and confirm Fujitsu would still meet the 12-month project delivery deadline.

He was concerned about what he heard but thought he should remain quiet as Bella and Penny are more senior than him.

To be an active bystander and uphold the Fujitsu Way, what should Liam have done?

Answer 1

Ignore the conversation as Penny didn't seem too concerned.

Answer 2

Encourage Penny to speak up about the conversation.

Answer 3

Speak up about the concerning behaviour Bella had displayed via the correct channel.

Answer 4

Assume Penny would speak up about the conversation.

Response for Answer 1: Incorrect Answer:

Incorrect; even if someone else doesn't seem concerned, if you notice a problematic situation, as an active bystander, you have the responsibility to speak up about it in good faith.

Response for Answer 2: Incorrect Answer:

Not quite. Although you can try to encourage others to speak up, they might be too fearful and never flag the concerning action or behaviours themselves. As an active bystander, you have the responsibility to speak up about the concerning behaviour or actions to uphold the Fujitsu Way.

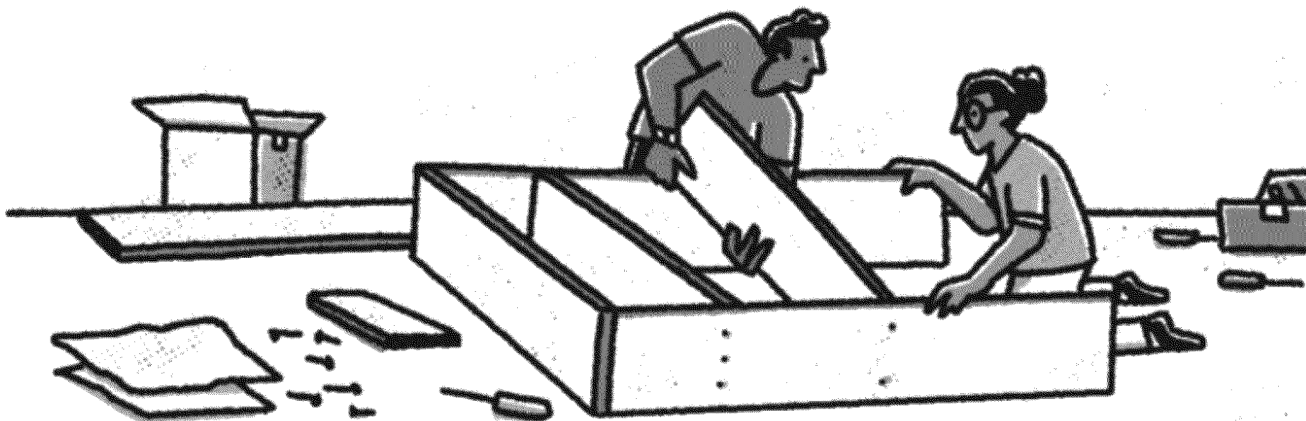
Response for Answer 3: Correct Answer:

Yes, that's correct. When you notice a problematic situation, you should feel empowered to speak up about it, regardless of the seniority of the people involved. By doing this we are enabling Fujitsu to operate as a trusted company with the right set of values and corporate culture.

Response for Answer 4: Incorrect Answer:

Incorrect; Assuming someone else will speak up about a problematic situation and leaving others to take responsibility may not resolve the issue at hand. Everyone in Fujitsu is empowered to be active bystanders and we should all take the responsibility to speak up about any concerns we witness or notice.

## **SLIDE: Speaking Up**



## Speaking Up

As we've already covered, occasions do arise where we see problematic or concerning actions or Unacceptable Behaviours where we feel our company values are not being upheld. Equally, you may have opportunities or ideas to share and it's important you feel confident and supported to speak-up and share these too.

We'll talk specifics below, but the overall takeaway is this: when we see Unacceptable Behaviours or other actions or behaviours that are concerning or don't align with the Fujitsu Way, each of us has a responsibility to speak up about it to someone who can address the behaviour and take any action promptly and effectively.

## Why this matters

A commitment to encourage everyone to speak up about any concerns they are facing, creates a culture and environment where we are showing our values in action. It is important that our Fujitsu values are not simply words on paper, but something that guides our behaviours, conduct and choices in our daily work. By doing this, in addition to ensuring we operate in line with the Fujitsu Way, it maintains Fujitsu's integrity and reputation, and ensures all our colleagues and teams have a positive experience at work.

## **SLIDE: Policy and Resources**

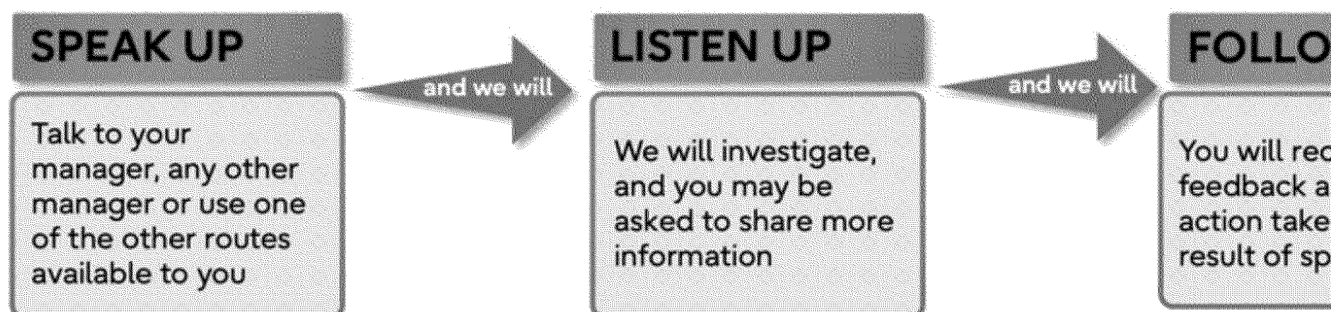


## Policy and Resources

Since we're asking you to move toward a culture of speaking up, we need to equip you with the tools to do that effectively and give you the confidence in what will happen to investigate any concerns raised when you speak up.

Let's set the scene. If you're asked to do something that makes you feel uncomfortable, or you see or suspect an activity or behaviour that does not align with the Fujitsu Way, or you witness or become aware of Unacceptable Behaviours, any of those events trigger a responsibility (and more specifically, your responsibility) to speak up about it.

Very simply, we have a 3-step speak up approach...



In most cases, people choose to speak up to their manager – this could be their line manager or the person who supervises their work on a day-to-day basis. Additionally, we have various other ways that people can choose to speak-up too. These are listed in one place [here](#) – whilst this looks like a complex list of options, our ask is simple.... Pick the route you think is best to speak-up and we will ensure your feedback is directed to the right place. This will be investigated and you will receive feedback.

## **SLIDE: How to Raise Concerns in Fujitsu UK & Ireland**

### **How to Raise Concerns in Fujitsu UK & Ireland**

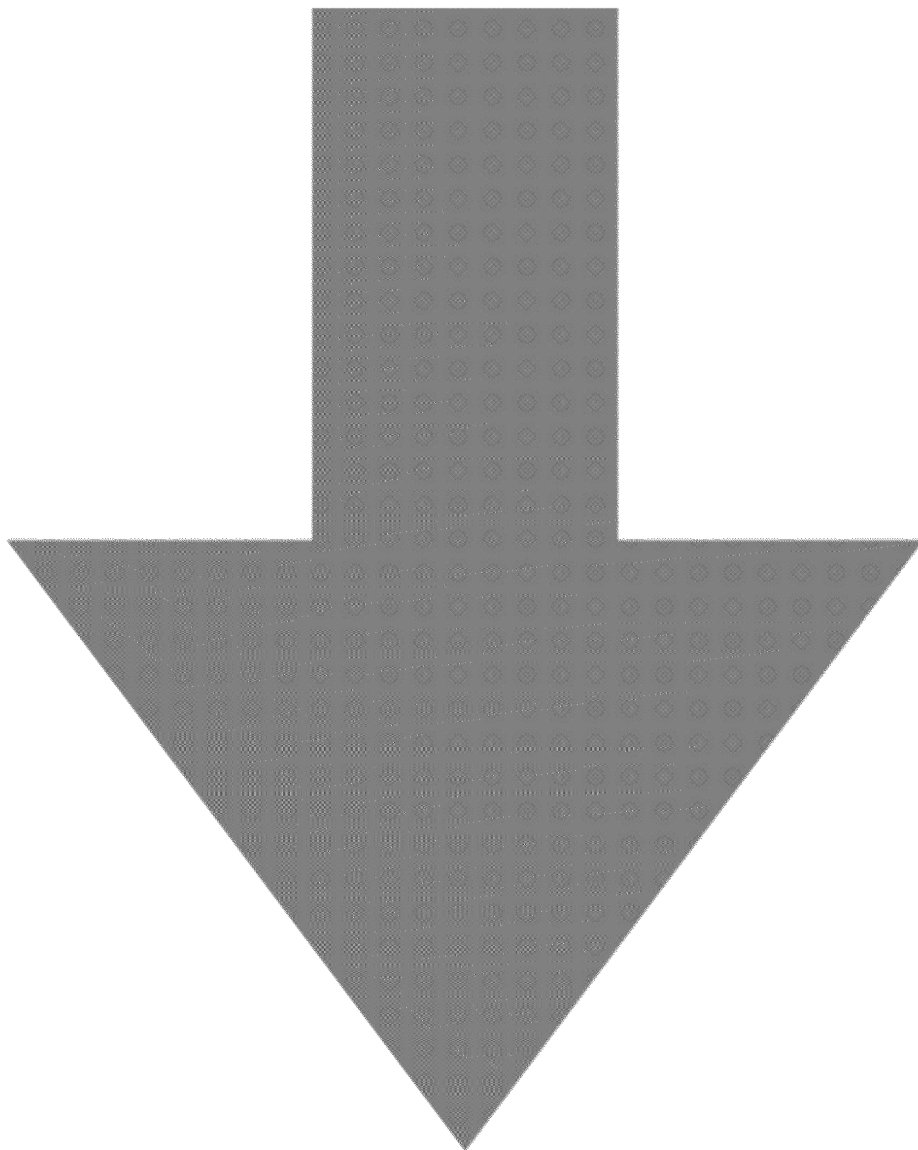
Fujitsu is committed to the highest possible standards of openness, integrity, and accountability. Therefore, we have options available for you to raise any concerns about behaviours or actions that you have witnessed without fear of victimisation, subsequent discrimination, or disadvantage.

The guide below details the 4 routes available to you (scroll down to see all 4 available routes).

#### **Route 1.**

Can the situation be resolved by talking to your manager, your colleagues or an independent coach? If so, follow one of the **Informal Route Options**.

- Discuss with Line Manager or another appropriate manager
- [Raise during Connect Conversation](#)
- [Consider Mediation with colleague](#)
- [Request support from Coach](#)
- [Raise facilities concern with local Team](#)
- [Raise a question or case via AskHR](#)
- [Request BeCompletelyYou passport for adjustments](#)
- [Contact EAP](#)

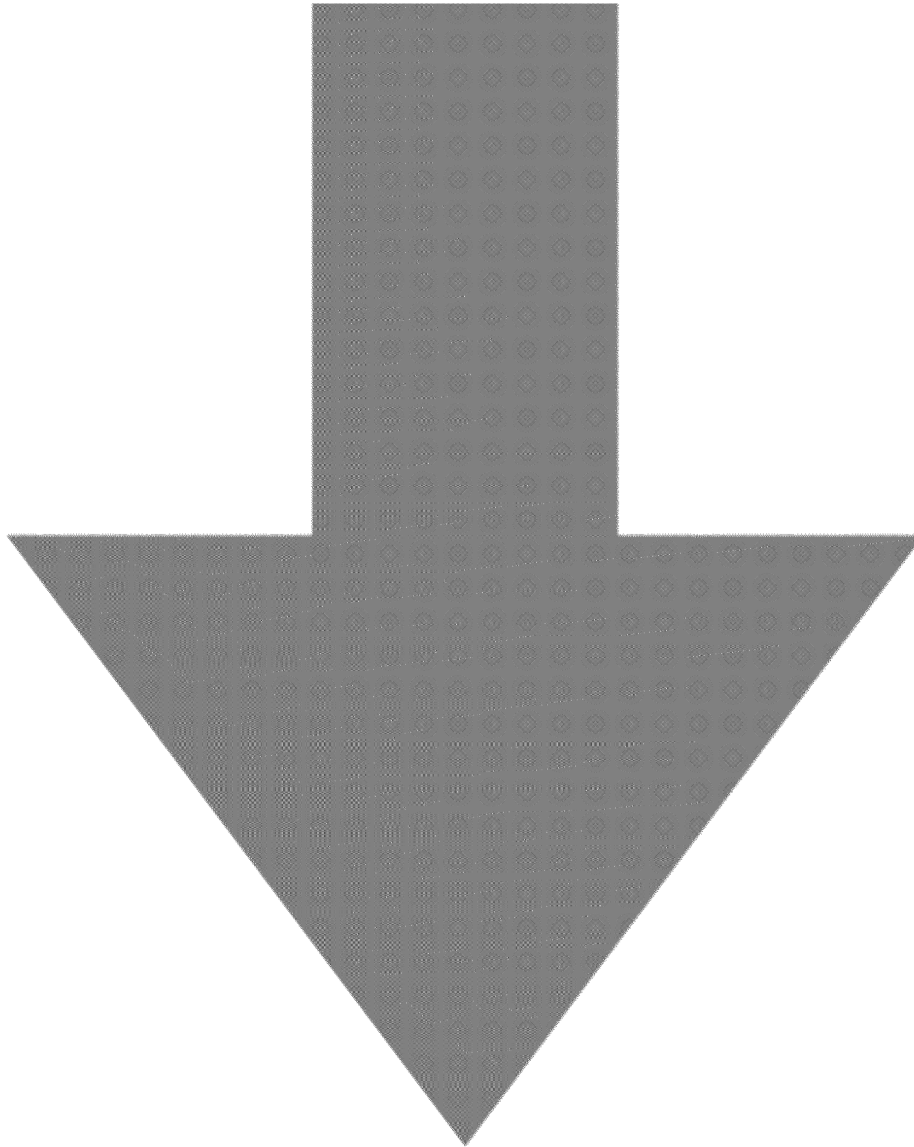


## Route 2.

If step 1 fails to resolve the issue or you believe you need to bypass the informal route with more formal channels then you should consider the **HR Grievance, Wellbeing and Health & Safety Options.**

- [Escalate per policy route](#)
- [Raise grievance via AskHR](#)
- [Raise performance/conduct/capability concerns via HR](#)
- [Request adjustment via manager/HR](#)
- [Access Wellbeing support](#)

- [Consider Occupational Health referral](#)
- [Contact the relevant inclusive community network](#)
- [Request stress risk assessment](#)

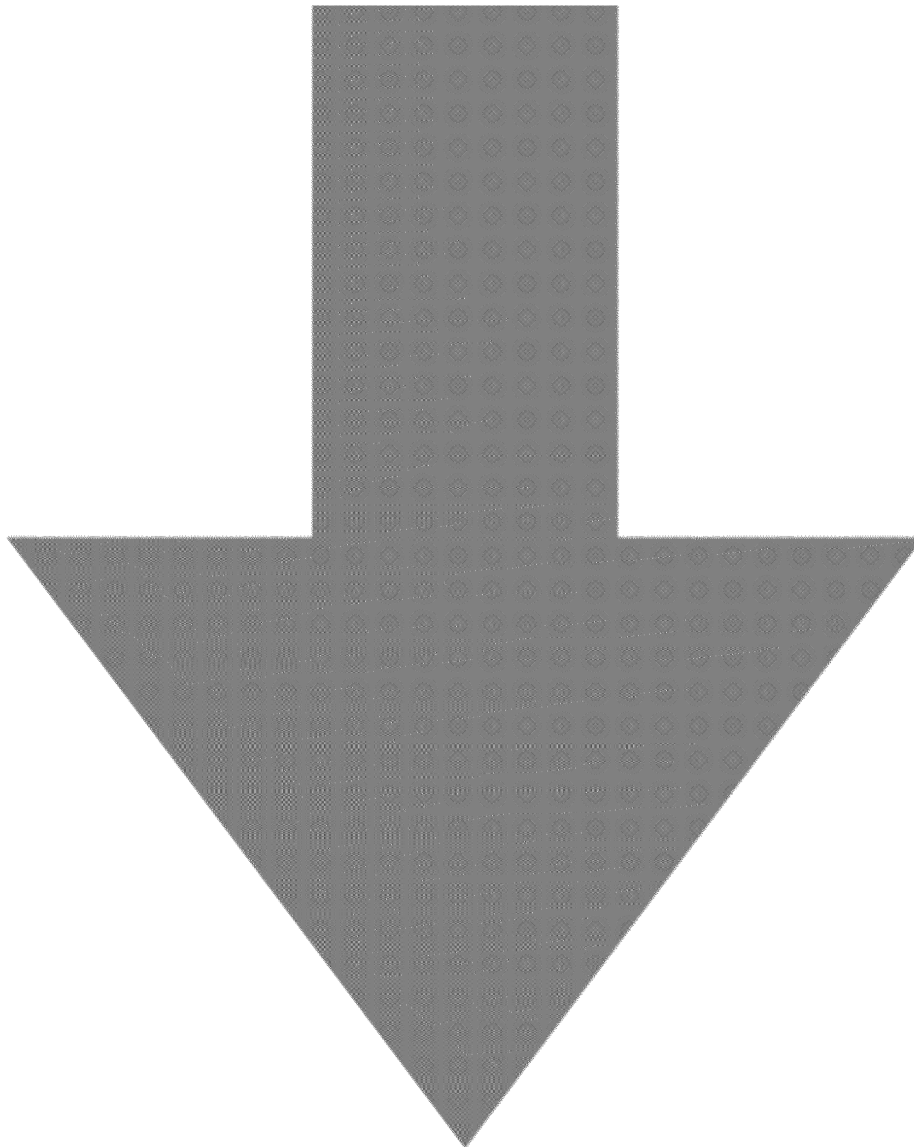


### Route 3.

This route is for when we need to involve our **Legal, Compliance, Security or Governance** teams and may be an initial route or a secondary route after route 1 or 2.

- [Raise security/data concern via Ask Security](#)
- [Report H&S concern via Ask Safety](#)

- [Contact Ask IT](#)
- [Contact Ask Governance](#)
- [Raise legal query to Ask Legal](#)



#### **Route 4.**

If it is a serious concern, then you may wish to use the **Whistle blowing option.**

- [Report Confidentially via Fujitsu Alert](#)

## SLIDE: Speaking Up and Retaliation



### Speaking Up and Retaliation

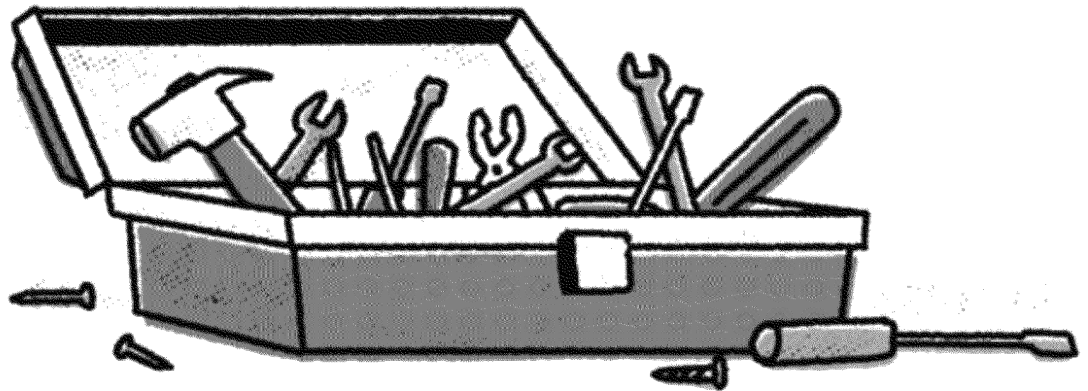
Whilst Fujitsu is committed to the highest possible standards of openness, integrity, and accountability, there is a potential for misuse, whether intentional or unintentional, of reporting procedures. So, before we move on, it's important to set our expectations.

You should never intentionally misreport, lie, make a false allegation, or otherwise speak up about a concern in bad faith.

When escalating Unacceptable Behaviour yourself, where your manager is involved, report the incident to your grandparent manager (your line managers' manager), contacting Ask HR or using one of the other speak-up routes available to you.

Nothing should discourage you from speaking up in good faith about an action or behaviour that causes you concern or reporting possible legal or regulatory violations.

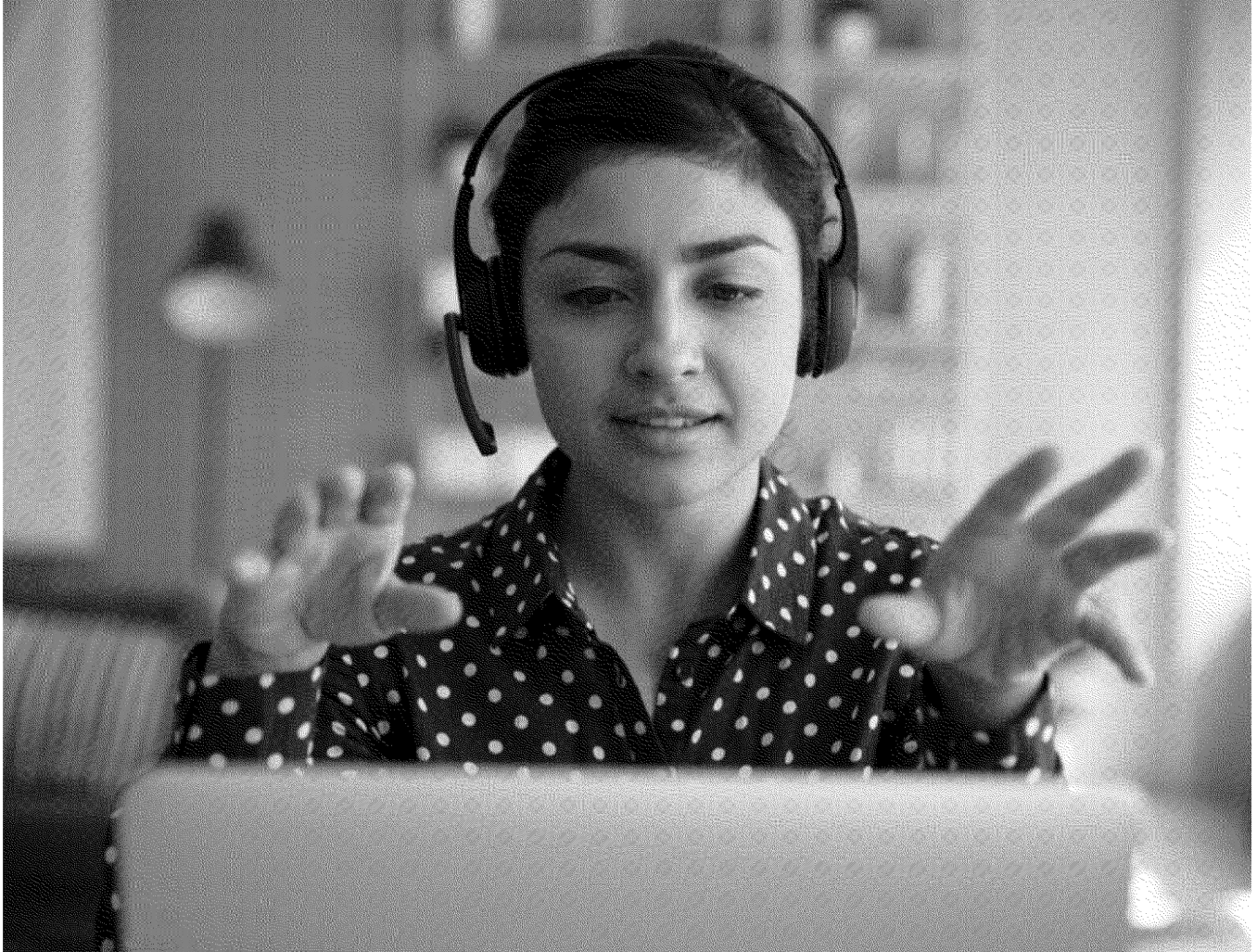
You should never conduct your own preliminary investigations into a matter, as investigations of alleged misconduct may involve complex facts and legal issues. You should use the official channels we've outlined in this training and speak up about it immediately instead of taking things into your own hands.



And finally, retaliating against someone for speaking up about a concern will not be tolerated. Fujitsu has zero tolerance for any form of Unacceptable Behaviours, which as a reminder includes any form of bullying, harassment, discrimination or victimisation.

**SLIDE: Speaking Up - Check on Learning**

## Check on learning



Penny is very concerned at Bella's request not to tell the customer about the issues and confirm that Fujitsu would still meet the 12-month deadline. Penny remembered the training she had done on speaking up a few months earlier.

What should be Penny's next step?

Answer 1

Investigate the matter further to ensure she has all the facts.

Answer 2

Communicate her concern directly with Bella.

Answer 3

Speak up about the concerning behaviour that Bella had displayed using the appropriate channels.

Answer 4

Wait until she is certain someone has told the customer about the issues and then report it.

Response for Answer 1: Incorrect Answer:

Incorrect; you should never conduct your own preliminary investigations into an issue, as investigations of alleged misconduct may involve complex facts and legal issues. You should speak up about your concerns straight away.

Response for Answer 2: Incorrect Answer:

Not quite. Bringing concerns directly to a manager is usually good practice and may work in many situations. However, in this case Bella has made her position clear and may not listen to Penny's concerns. To make sure her concerns are addressed and to successfully protect both herself and the company, Penny should speak up using the correct channels available to her including speaking to another senior manager, using Fujitsu Alert or speaking to HR.

Response for Answer 3: Correct Answer:

Yes, that is correct. All employees have an obligation to speak up about actual or suspected misconduct and violations of the Fujitsu Way, even if the misconduct was committed by a someone more senior. Concerns should always be escalated through the appropriate channels and must always be made in good faith.

Response for Answer 4: Incorrect Answer:

Incorrect; certainty is a great thing to wait for in a lot of scenarios but not when misconduct or a potential violation is involved.

## **SLIDE: Speak Up Culture**

## Fujitsu's Speak Up Culture

Video Source - **IRRELEVANT**

### SLIDE: What is Retaliation?



### What is retaliation?

You will have already heard the word retaliation used today in more than a few contexts. But what does it actually mean?

Retaliation occurs when one employee takes an adverse action against another employee for engaging in activities, such as speaking up about any concerning behaviours or actions, reporting Unacceptable Behaviours, or taking part in a workplace investigation.

That adverse action could be anything from harassment, discrimination or bullying or victimisation, including the removal of areas of responsibility without justification, singling out or making abusive or malicious comments, or isolating or excluding, or even intimidating and making malicious threats, and just to start underlining this early: it won't be tolerated under any circumstances. No exceptions. Not only that, but retaliation (or even the threat of retaliation) goes entirely against the culture of personal ownership, and social and ethical responsibility that we are committed to achieving at Fujitsu and which aligns with the Fujitsu Way.

As for whom this applies to, the answer is once again – all of us. All employees, from the most junior to the most senior leaders, including applicants, former employees, and current employees (whether full-time or part-time), are protected from retaliation.

### **SLIDE: Retaliation is Strictly Prohibited**



### **Retaliation is strictly prohibited**

So now that we understand what retaliation is and we know who's protected from retaliation, let's also make sure we understand why this matters. The short version is this: retaliation is not only illegal in some contexts, but it is also unethical, and Fujitsu does not tolerate it.

It is important to make it clear that we have a strict no-retaliation policy because when individuals are empowered to speak up or escalate concerns without fear of retaliation from their co-workers, it creates more trust among teams — not less. It also allows for companies to root out toxic patterns of behaviour, which improves individual experiences, workplace culture, and even the bottom line.

With the stakes this high, we want to emphasise that it isn't only on managers or other senior colleagues to model this behaviour.

Everyone is responsible for helping to reinforce our values and maintaining a culture of personal ownership, and social and ethical responsibility, which aligns with the Fujitsu Way.

Once you speak up in good faith about actual **or suspected** misconduct and violations of the Fujitsu Way, you're immediately protected from any and all adverse employment actions, discipline, or retaliation brought against you in response.

The same thing goes for anyone who assists in an investigation of suspected improper, unethical, or illegal conduct. If you experience any harassment, discrimination, bullying or victimisation based on your participation in an investigation, that's textbook retaliation (victimisation) and is strictly prohibited.

## **SLIDE: Your Responsibilities and Channels**

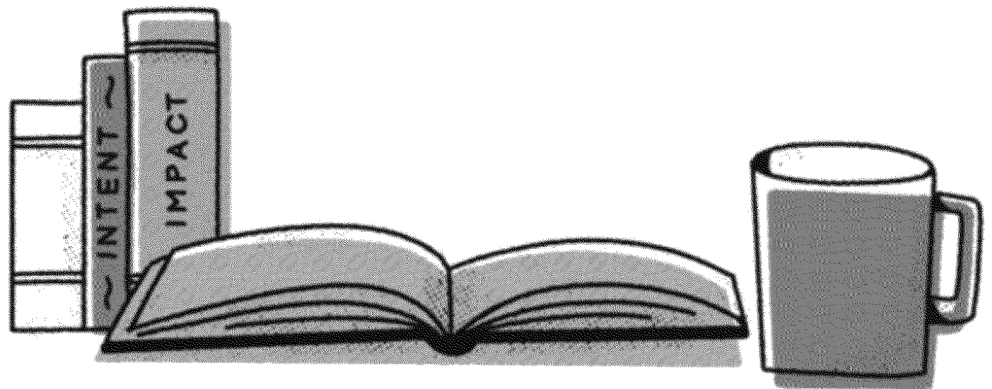
### **Your responsibilities and channels**

As we've already covered, all employees have a responsibility to promote a working environment in which the dignity of others is respected, without exception and at all times. They also have a responsibility to treat all those people with whom they come into contact at work with fairness, respect and courtesy.

If you see, suspect, or experience harassment, bullying, victimisation, discrimination, or retaliation, please report it to your manager or via the grievance procedure.

If you have raised your initial concern as an anonymous Whistleblower via the Fujitsu Alert process and you experience harassment, bullying, victimisation or discrimination as a result of this, please contact Compliance immediately for support. A Whistle-blower is a person that has, in good faith, reported suspected past, present or imminent wrongdoing, or an attempt to conceal wrongdoing.

In the event that we do receive a report or complaint of retaliation, be assured that we take such complaints extremely seriously. All allegations of retaliation will be investigated and dealt with sensitively, promptly, and professionally. If substantiated, those responsible will be subject to disciplinary action up to and including dismissal from Fujitsu.



**SLIDE: Retaliation - Check on Learning**

## Check on learning



After Bella had asked Penny not to tell the customer about the issues with the software and confirm that Fujitsu would still meet the 12-month deadline, Penny very rightly spoke up about the concerning behaviour by raising a concern via AskHR.

Two months later, when Bella's team was in the office, Penny wasn't invited to the team lunch. Penny was very upset because in addition to not being invited to the team lunch Bella hadn't given her any new bids to work on for quite some time and had instead given her administrative tasks to do and her normal workload had almost completely dried up. Penny knew that the rest of the team were struggling with their workload as they had several new bids landing every week, and she felt very guilty.

How would you describe Bella's behaviour towards Penny and what should Penny do?

Answer 1

Bella is just a very busy manager trying to juggle a large team and must have overlooked the workload balance amongst the team. If Penny is concerned, she should just speak to Bella about it.

Answer 2

Bella is retaliating against Penny for speaking up about the concerning behaviour she displayed during the bid. As Bella is Penny's manager and the person retaliating against her in this instance, Penny should raise a grievance by contacting HR.

Answer 3

Bella is just an empathetic manager, trying to help Penny with her workload. Penny should understand that Bella is looking out for her best interests.

Response for Answer 1: Incorrect Answer:

Incorrect; bringing concerns directly to a manager is usually good practice ... except when that manager is involved in the adverse action. To make sure her concerns are addressed and to successfully protect both herself and the company, Penny should raise a grievance through the grievance process so it can be investigated and dealt with sensitively, promptly and professionally.

Response for Answer 2: Correct Answer:

Yes, that is correct. Removing areas of responsibility without justification is bullying and as we know, bullying is textbook retaliation and is strictly prohibited. As Bella is taking an adverse action against Penny for speaking up about any concerning behaviours or actions, Penny should raise a grievance through the grievance process.

Response for Answer 3: Incorrect Answer:

Not quite. The behaviour Bella is displaying towards Penny is textbook retaliation.

## **Living the Fujitsu Way**

### **Training Summary and Closure**

**SLIDE: Closing Video from Leadership**

## **Closing Video from Anwen**

Video Source -

**IRRELEVANT**

## **SLIDE: Training Summary**

### **Training Summary**

In this training we have covered how to walk the Fujitsu Way and discussed how to make ethical decisions, identify unacceptable behaviour and speak up if you experience or suspect any behaviour that does not align with our Fujitsu Way. Following this training you should:

- Be familiar with the Fujitsu Way and Our Values
- Consider how you use Our Values to guide your day-to-day interactions with your colleagues, customers and partners
- Know the routes to speak up at Fujitsu and where to go for more support.