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Fujitsu 2023 Values and Ethics Research
Ethical Culture Assessment

Prepared For Fujitsu

PRESENTED BY:
Ethisphere

DATE:
November 14, 2023

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ETHICAL CULTURE ASSESSMENT

Preamble

- Fujitsu ("the organization" or "the Company") retained Ethisphere, LLC ("Ethisphere") to evaluate and report on employees' perceptions of ethical culture inside the organization. Ethisphere conducted this evaluation using its proprietary Ethical Culture Assessment ("survey", "assessment", or "Ethical Culture Assessment") and associated methodology.
- Ethisphere's findings set forth in this report ("Report") are owned by Fujitsu except that Ethisphere retains exclusive proprietary ownership rights to the Ethical Culture and Perceptions Assessment and related methodologies ("Proprietary Rights"). By using this Report, Fujitsu agrees not to take action to interfere with such Proprietary Rights.
- In addition, Ethisphere retains the right to use the numerical information and supporting data from which the Report was derived for future benchmarking and other analyses done for other Ethisphere clients. Ethisphere will ONLY use this supporting data in an aggregated and anonymized format with information from other Ethisphere clients such that the information cannot be identified as Fujitsu information.

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ETHICAL CULTURE ASSESSMENT

Report Contents

1 **Summary Performance**
- *A high-level look at the organization's performance enterprise-wide*

2 **Demographic Assessment**
- *An overview how each employee segment perceived the organization's ethical culture relative to peers*

3 **Question Results**
- *Detailed outcomes for each assessment question*

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Executive Summary

Fujitsu

Fujitsu 2023 Values and Ethics Research

Ethical Culture Assessment

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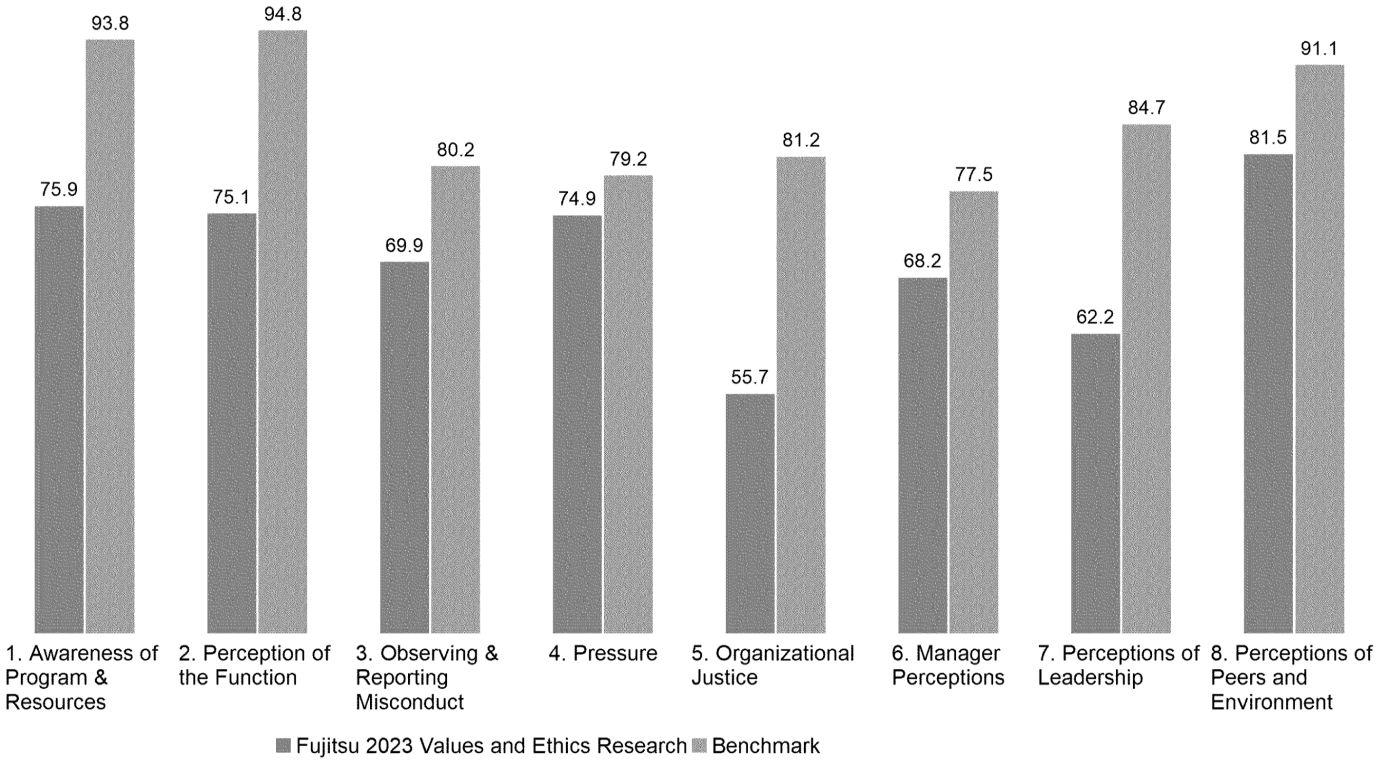
ETHICAL CULTURE ASSESSMENT

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 favorable perceptions recorded for each question within that Pillar or Assessment. A higher score always represents more favorable perceptions.

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ETHICAL CULTURE ASSESSMENT

Summary Favorability Scores

Pillars of an Ethical Culture	Fujitsu 2023 Values and Ethics Research Score	Vs. Benchmark
1. Awareness of the Program and Resources	75.9	-18
2. Perceptions of the Function	75.1	-20
3. Observing and Reporting Misconduct	69.9	-10
4. Pressure	74.9	-4
5. Organizational Justice	55.7	-26
6. Manager Perceptions	68.2	-9
7. Perceptions of Leadership	62.2	-23
8. Perceptions of Peers and Environment	81.5	-10
Culture Quotient	70.9	-16

70.9

Fujitsu
Overall Survey Score

86.4

Benchmark
Overall Survey Score

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

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ETHICAL CULTURE ASSESSMENT

Top Recommendations & Resources

1 Provide resources to facilitate manager discussions.

Only 18.9% of managers are having discussions about E&C topics/issues at least monthly. This is 14.8% below benchmark. 43.3% of managers are have discussions Occasionally (once per quarter, on average). This also lags benchmark by 2.6%.
There is a strong correlation between frequency of manager discussions on E&C topics and the overall favorability in other topic areas (Knowledge of the Code and Policies, Speak Up, non-retaliation, pressure, organizational justice, and perceptions of leadership).

Culture Content:
Manager Toolkit

Culture Content:
Ethics Week Toolkit

BELA Resource:
ADM - Ethics Toolkit for Managers

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ETHICAL CULTURE ASSESSMENT

Top Recommendations & Resources

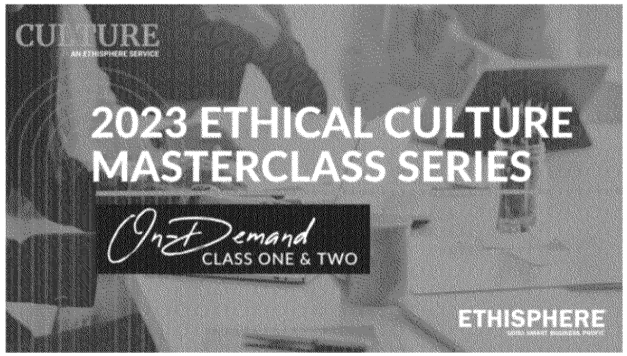
2

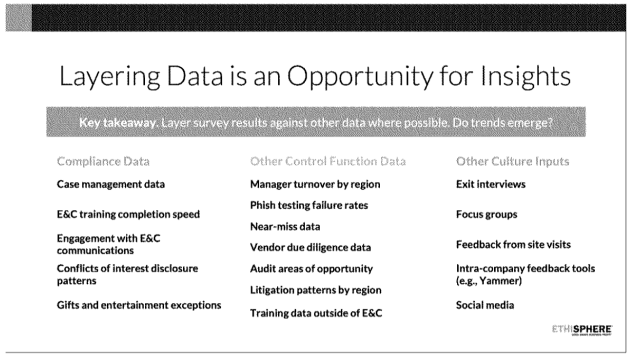
Layer survey results with other inputs to determine effectiveness of communications.

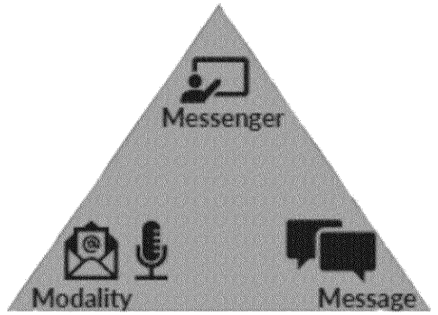
Among respondents, only 73.3% agreed they know where to find the Code of Conduct. This was 20.4% below benchmark. Fujitsu lagged benchmark across Pillar 1: Awareness of Program & Resources and Pillar 2: Perception of the Function.
Consider incorporating engagement or click metrics surrounding key E&C communications to determine if employees are reading and engaging with them. Also look into training completion data.

BELA RESOURCE:
Winning Your Audience: The Messenger, Modality, and Message of Ethics & Compliance Communications

BELA RESOURCE:
Ethisphere 2023 Ethical Culture Masterclass Series







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Top Recommendations & Resources

3 Educate employees on the full spectrum of available disciplinary actions and reporting

Fujitsu lagged benchmark most significantly in Pillar 5: Organizational Justice. 50.6% of respondents believe disciplinary actions are taken when misconduct occurs, 28.3% below benchmark. Additionally, only 52.4% of respondents believe disciplinary action is the same for every employee, 25.8% below benchmark. Respondents showed a general distrust in the reporting and investigations process. 39.3% of respondents reported misconduct they observed siting “Fear of retaliation” and “I did not believe that corrective action would be taken” as the most common reasons for not reporting.

BELA Resource:
CareFirst - 2023 Speak Up Annual Report

BELA RESOURCE:
Increasing Employee Confidence in Internal Investigations

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Demographic Assessment

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DEMOGRAPHIC ANALYSIS

Demographic Dimensions Captured

What follows is a list of the 5 demographic dimensions collected during the assessment. The slides that follow illustrate how each group within a given dimension compared against peers. These tables provide a nuanced view that illustrates where opportunities may lie within the organization.

Demographic Dimension	Example Answer Options	Responses Received
What best describes your business function at the company?	Leadership Team, Ireland Sales, ISO - Information Security Office, Growth, HR	1,060
Are you a people leader with at least one direct report?	Yes, I have at least one direct report, No, I do not have any direct reports	1,060
Are you based in the United Kingdom or Ireland?	United Kingdom, Ireland	1,064
How long have you worked at the Company, regardless of job title?	Less than 1 year, 7 to 8 years, 11 to 20 years, 1 to 2 years, 9 to 10 years	1,075
What best describes your job level at the company?	Senior or Executive Leader, Division, Region or Business Leader, Manager or Supervisor, Individual contributor	1,062

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DEMOGRAPHIC ANALYSIS

Business Function – Top Performers

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
Growth	57	5.3%	76.8	**82.2**	**81.7**	**69.5**	**82.5**	**67.8**	**71.9**	**73.7**	**87.7**
HR	56	5.2%	76.7	**81.2**	**75.4**	**75.7**	**82.1**	72.0	**73.2**	**66.6**	**89.3**
DSPU	16	1.5%	76.7	83.9	86.3	**79.4**	87.5	**56.3**	**59.4**	**75.0**	**84.4**
Legal & Commercial	32	3.0%	76.1	**73.8**	**67.5**	**83.4**	**81.3**	**63.2**	88.3	**71.9**	**87.5**
Procurement	8	0.7%	76.0	**69.2**	**79.6**	84.0	**62.5**	**70.8**	**71.9**	81.3	**87.5**
Business Operations	97	9.0%	76.0	**81.4**	**79.0**	**76.0**	**80.2**	**60.8**	**75.1**	**68.0**	**82.0**
Marketing	18	1.7%	75.8	**78.1**	**77.8**	**75.0**	**77.8**	**64.8**	**70.8**	**75.0**	91.7
Range	-	-	15.8	17.9	24.1	18.5	31.9	28.2	38.3	40.7	17.2
Organization 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.
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DEMOGRAPHIC ANALYSIS

Business Function – Middle Performers

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
Product	13	1.2%	74.0	**79.9**	**73.8**	**80.7**	**84.6**	**59.0**	**69.2**	**57.7**	**84.6**
Global Delivery	16	1.5%	74.0	**77.3**	**76.3**	**72.2**	**81.3**	**64.6**	**67.2**	**78.1**	**81.3**
Private Sector	43	4.0%	73.0	**81.7**	**75.2**	**77.5**	**69.8**	**57.8**	**59.7**	**67.4**	**86.0**
UK Delivery	245	22.8%	71.6	**76.4**	**79.5**	**69.9**	**77.6**	**53.5**	**68.5**	**62.9**	**80.1**
Finance	45	4.2%	70.6	**71.6**	**76.3**	**67.8**	**68.9**	**60.7**	**69.0**	**70.0**	**78.9**
Public Sector	131	12.2%	68.4	**73.2**	**71.7**	**72.6**	**76.3**	**49.4**	**63.9**	**57.0**	**79.8**
Other	102	9.5%	67.1	**71.4**	**70.3**	**65.5**	**72.5**	**52.3**	**68.9**	**57.6**	**74.5**
Range	-	-	15.8	17.9	24.1	18.5	31.9	28.2	38.3	40.7	17.2
Organization 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**

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DEMOGRAPHIC ANALYSIS

Business Function –Low Performers

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
Defence	143	13.3%	66.2	**71.8**	**69.2**	**67.6**	**63.6**	**49.1**	**63.9**	**53.8**	**81.0**
Ireland Delivery	16	1.5%	61.5	**66.0**	**62.2**	**70.5**	**81.3**	**43.8**	**53.1**	**40.6**	**81.3**
Uvance/Global	9	0.8%	61.0	**68.7**	**62.2**	**66.0**	**55.6**	**48.1**	**50.0**	**50.0**	**77.8**
Range	-	-	15.8	17.9	24.1	18.5	31.9	28.2	38.3	40.7	17.2
Organization 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**

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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 direc...	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 r...	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
Organization 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**

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DEMOGRAPHIC ANALYSIS

Location - 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
United Kingdom	1,026	95.4%	70.9	**76.0**	**75.1**	**69.7**	**74.8**	**55.8**	**68.3**	**62.6**	**81.3**
Ireland	38	3.5%	70.8	**71.5**	**72.5**	**81.4**	**81.6**	**55.3**	**66.3**	**55.3**	**85.5**
Range	-	-	0.1	4.5	2.6	11.7	6.8	0.5	2	7.3	4.2
Organization 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**

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DEMOGRAPHIC ANALYSIS

Tenure - 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
Less than 1 year	65	6.0%	78.3	**84.5**	85.4	**73.9**	83.1	64.6	73.9	73.1	**82.3**
7 to 8 years	67	6.2%	76.9	86.0	**85.1**	**75.3**	**79.1**	**58.7**	**69.8**	**63.4**	85.1
11 to 20 years	230	21.4%	74.3	**79.9**	**79.7**	**74.8**	**76.5**	**59.3**	**68.3**	**67.5**	**81.6**
1 to 2 years	120	11.2%	71.9	**74.2**	**74.8**	**71.8**	**73.3**	**62.6**	**70.6**	**62.9**	**81.6**
9 to 10 years	50	4.6%	71.7	**77.5**	**75.9**	75.9	**70.0**	**60.0**	61.4	**63.0**	**80.0**
Longer than 20 years	317	29.5%	70.3	**75.1**	**72.1**	**70.2**	**76.6**	**53.0**	**68.9**	**62.3**	**83.9**
3 to 4 years	90	8.4%	69.7	71.7	72.0	69.3	**75.6**	**55.6**	**71.4**	**60.7**	**82.8**
5 to 6 years	76	7.1%	68.0	**72.1**	**72.4**	**69.9**	69.7	52.6	**66.4**	54.6	77.6
Choose not to respond	60	5.6%	51.8	**57.4**	**58.7**	**47.7**	**58.3**	**29.0**	**53.9**	**37.5**	**66.7**
Range	-	-	26.5	28.6	26.7	28.2	24.8	35.6	20	35.6	18.4
Organization 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**

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DEMOGRAPHIC ANALYSIS

Job Level - 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
Senior or Executive Leader	25	2.3%	82.2	83.7	90.4	85.7	76.0	65.3	75.0	82.0	92.0
Division, Region or Business L...	50	4.6%	78.7	83.3	84.0	77.4	76.0	66.7	75.5	75.0	83.0
Manager or Supervisor	398	37.0%	73.6	78.7	77.5	73.7	75.9	59.4	68.9	64.5	86.4
Individual contributor	589	54.7%	67.7	73.2	72.3	64.1	74.5	51.8	66.8	59.1	77.8
Range	-	-	14.5	10.5	18.1	21.6	1.5	14.9	8.7	22.9	14.2
Organization 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

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Question Results

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Ethical Culture Assessment

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PILLAR 1: AWARENESS OF THE PROGRAM AND RESOURCES

Awareness of Standards and Values

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses	Favorable	Neutral	Unfavorable	Benchmark (Difference)
1.1 - I know where to find our Code of Conduct.	1,075	ORG	73.3%	12.9%	13.8%	-20.4
		B/M	93.7%	3.8%	2.5%	
1.2 - I know where to find Company policies and procedures.	1,070	ORG	77.2%	12.2%	10.6%	-15.2
		B/M	92.4%	4.8%	2.8%	
1.6 - I am familiar with the Company's stated Values as set out in the Fujitsu Way.	1,075	ORG	85.5%	11.3%	3.2%	-10.9
		B/M	96.4%	2.8%	0.7%	
1.7 - I believe the Company follows its Values.	920	ORG	72.8%	18.8%	8.4%	-18.0
		B/M	90.8%	7.1%	2.1%	

• 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.

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PILLAR 1: AWARENESS OF THE PROGRAM AND RESOURCES

Awareness of Ethics & Compliance Communications

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses				Benchmark (Difference)
1.3 - I know how to report ethical concerns or observed misconduct at our Company.	1,075	ORG	74.7%	14.0%	11.3%	-18.6
		B/M	93.3%	4.6%	2.1%	
1.4 - The Company has clearly communicated ethical expectations to me.	1,073	ORG	79.7%	14.7%	5.6%	-16.7
		B/M	96.4%	2.8%	0.7%	
1.5 - The Company has clearly communicated disciplinary guidelines to me; therefore, I am aware of the consequences of misconduct.	1,071	ORG	66.9%	19.7%	13.4%	-25.4
		B/M	92.3%	5.6%	2.1%	

Favorable Neutral Unfavorable

• 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.

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PILLAR 2: PERCEPTIONS OF THE FUNCTION

Ethics & Compliance Training Efficacy

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses	Favorable	Neutral	Unfavorable	Benchmark (Difference)
2.1 - The training on the Company's Code of Conduct was clear and understandable.	1,071	ORG	70.7%	24.3%	5.0%	-24.9
		B/M	95.6%	3.8%	0.6%	
2.2 - The Company's training and communication efforts about ethical responsibilities and conduct are effective.	1,071	ORG	66.4%	27.3%	6.3%	-25.4
		B/M	91.8%	6.8%	1.4%	
2.5 - The training I receive on ethics and compliance topics effectively explains what is expected of me as I conduct the company's business.	1,074	ORG	79.7%	15.7%	4.6%	-15.9
		B/M	95.6%	3.8%	0.7%	

Favorable Neutral Unfavorable

• 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.

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PILLAR 2: PERCEPTIONS OF THE FUNCTION

Perceptions of Written Standards

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses				Benchmark (Difference)
2.3 - The Code of Conduct explains what is expected of me as I conduct the company's business.	1,073	ORG	81.9%	15.2%	2.9%	-14.3
		B/M	96.2%	3.4%	0.4%	
2.4 - The Company's other policies effectively explain what is expected of me as I conduct the company's business.	1,070	ORG	76.7%	18.4%	4.9%	-17.9
		B/M	94.6%	4.6%	0.7%	

Favorable Neutral Unfavorable

• 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.

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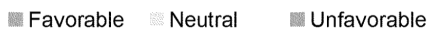
PILLAR 3: OBSERVING AND REPORTING MISCONDUCT

Are Employees Reporting What They Observe?

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses	Favorable	Neutral	Unfavorable	Benchmark (Difference)
3.1 - If I were to observe misconduct, I would be willing to report it.	1,076	ORG	85.2%	11.9%	2.9%	-9.6
		B/M	94.8%	4.3%	0.9%	
3.4 - Over the past 12 months, have you observed unethical behaviour or business misconduct at the Company?	1,076	ORG	84.9%	9.8%	5.4%	-2.8
		B/M	87.6%	8.9%	3.5%	
3.6 - I reported the unethical behaviour or business misconduct that I observed.	61	ORG	39.3%	26.2%	34.4%	-9.2
		B/M	48.5%	22.9%	28.6%	



- 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.

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PILLAR 3: OBSERVING AND REPORTING MISCONDUCT

Drivers for Why Employees Are Willing to Report

3.2 - I would be willing to report the misconduct for the following reason(s): (Please select all that apply) *Results for Fujitsu*	**# of Responses**	**Fujitsu 2023 Values and Ethics Research Results** *1,040 Total Respondents*
It is the right thing to do	967	93%
Corrective action is necessary	637	61.3%
My manager will support me	575	55.3%
Senior leadership will support me	365	35.1%
The reporting is anonymous	353	33.9%
My co-workers will support me	304	29.2%
If I don't do it, no one else will	232	22.3%
Other reasons (please specify)	24	2.3%

- Multiselect questions are not given favorability scores. Multiselect question results are not factored into Pillar or Culture Quotient scores.
- Question 3.2 uses skip logic based on question 3.1 where only those who selected a favorable or neutral response on 3.1 will receive 3.2.

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PILLAR 3: OBSERVING AND REPORTING MISCONDUCT

Drivers for Why Employees Are *Not* Willing to Report

3.3 If you would NOT be willing to report the misconduct for the following reason(s): (Please select all that apply) *Results for Fujitsu*	**# of Responses**	**Fujitsu 2023 Values and Ethics Research Results** *152 Total Respondents*
I fear retaliation	88	57.9%
I do not believe that corrective action would be taken	74	48.7%
Lack of anonymity in the reporting process	70	46.1%
If the person who committed it was senior level	66	43.4%
I am not sure whom to contact	41	27%
Other reasons (please specify)	24	15.8%
I am not concerned	14	9.2%

- Multiselect questions are not given favorability scores. Multiselect question results are not factored into Pillar or Culture Quotient scores.
- Question 3.3 uses skip logic based on question 3.1 where only those who selected a neutral or unfavorable response to 3.1 will be given 3.3.

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PILLAR 3: OBSERVING AND REPORTING MISCONDUCT

Types of Misconduct Observed

3.5 - Which type(s) of unethical behaviour or business misconduct did you observe? (Please select all that apply) *Results for Fujitsu*	**# of Responses**	**Fujitsu 2023 Values and Ethics Research Results** *61 Total Respondents*
Bullying	29	47.5%
Harassment or Discrimination	26	42.6%
Unfair employment practices (including inappropriate use of overtime, denial of time off)	16	26.2%
Retaliation or intimidation	15	24.6%
Other (please specify)	11	18%
Conflicts of interest	9	14.8%
Inappropriate travel and expense reporting	7	11.5%
Cyber security/privacy violation	6	9.8%
Drug, alcohol, or substance abuse	5	8.2%
Misuse of company resources or assets	5	8.2%

- Multiselect questions are not given favorability scores. Multiselect question results are not factored into Pillar or Culture Quotient scores.
- This question is only given to those who indicate they observed misconduct in the past 12 months, question 3.4.
- The chart displays the top 10 most sited types of misconduct observed.

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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) *Results for Fujitsu*	**# 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%

- Multiselect questions are not given favorability scores. Multiselect question results are not factored into Pillar or Culture Quotient scores.
- This question is only given to those who observed misconduct in the past 12 months and indicated they reported the matter, question 3.4 and 3.6.
- Some reporting methods received 0 responses. Those are not shown in this chart.

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PILLAR 3: OBSERVING AND REPORTING MISCONDUCT

Perceptions of Non-Retaliation

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses				Benchmark (Difference)
3.10 The Company has a policy that prohibits retaliation against employees who report misconduct or participate in an investigation.	1073	ORG	70.8%	28.1%	1.1%	-9.2
		B/M	80.0%	14.8%	5.2%	
3.11 - I believe the Company enforces its non-retaliation policy.	760	ORG	49.3%	47.5%	3.2%	-31.6
		B/M	80.9%	17.6%	1.5%	
3.12 - I believe my manager complies with the non-retaliation policy.	761	ORG	74.2%	24.6%	1.2%	-16.0
		B/M	90.2%	8.9%	0.9%	

Favorable Neutral Unfavorable

- 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.

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PILLAR 4: PRESSURE

Frequency of Pressure Experienced

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses	Benchmark (Difference)
4.1 - I feel pressure to compromise the Company's Code, policies, laws, rules or regulations in order to achieve business goals.	1,075	ORG: 74.9% / 6.1% / 19.0% B/M: 79.2% / 6.5% / 14.3% Favorable / Neutral / Unfavorable	-4.3

- For question 4.1 “Never” is favorable, “Decline to answer” is neutral, “Rarely”, “Occasionally”, and “Frequently are unfavorable.

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PILLAR 4: PRESSURE

Sources of Pressure Experienced

4.2 - I feel this pressure from the following sources: (Please select all that apply) *Results for Fujitsu*	**# of Responses**	**Fujitsu 2023 Values and Ethics Research Results** *177 Total Respondents*
Senior leadership	79	44.6%
Middle management	72	40.7%
Co-workers	40	22.6%
Customers	34	19.2%
My immediate manager	27	15.3%
Other (please specify)	17	9.6%
Business partners	11	6.2%
Suppliers	8	4.5%
Subordinates	4	2.3%

- Multiselect questions are not given favorability scores. Multiselect question results are not factored into Pillar or Culture Quotient scores.
- Question 4.2 is only given to those who answered “Rarely”, “Occasionally”, or “Frequently” to question 4.1.

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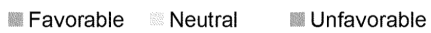
PILLAR 5: ORGANIZATIONAL JUSTICE

Perceptions of Organizational Justice

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses	Benchmark (Difference)
5.1 - I believe disciplinary actions are taken when individuals engage in unethical behaviour or misconduct at the Company.	1,073	ORG: 50.6% / 43.1% / 6.3% B/M: 78.9% / 18.7% / 2.4%	-28.3
5.2 - I believe the rules and associated disciplinary actions for unethical behaviour or misconduct are the same for every employee.	1,076	ORG: 52.4% / 32.4% / 15.1% B/M: 78.2% / 17.0% / 4.8%	-25.8
5.3 - If I raised a concern about unethical behaviour or misconduct, I believe the Company will fully investigate it.	1,074	ORG: 64.1% / 28.8% / 7.2% B/M: 86.6% / 11.4% / 2.0%	-22.5



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- 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.
- All questions in this pillar have and additional neutral response option “Don’t Know”.

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PILLAR 6: MANAGER PERCEPTIONS

Perceptions of Managers as Ethical Leaders

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses	Favorable	Neutral	Unfavorable	Benchmark (Difference)
6.1 - I believe my manager is committed to ethical business conduct at all times.	1,074	ORG	87.7%	10.1%	2.2%	-6.0
		B/M	93.7%	5.2%	1.1%	
6.2 - I am comfortable approaching my manager with issues or questions related to ethical conduct.	1,074	ORG	87.0%	9.3%	3.7%	-5.3
		B/M	92.3%	5.8%	1.8%	
6.3 - My manager is consistently a role model for ethical behaviour and demonstrates the importance of integrity and ethical behavior.	1,073	ORG	79.2%	17.1%	3.7%	-11.1
		B/M	90.3%	8.3%	1.4%	
6.4 - My manager discusses ethics or compliance related issues/topics.	1,069	ORG	18.9%	43.3%	37.8%	-14.8
		B/M	33.7%	45.9%	20.5%	

Favorable Neutral Unfavorable

- 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 6.4 "Frequently (at least once per month, on average)" is favorable, "Occasionally (once per quarter, on average)" is neutral, "Rarely (once per year, on average)" and "Never" are unfavorable.

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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 The Company 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%

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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 the Company'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%

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PILLAR 7: PERCEPTIONS OF LEADERSHIP

Perceptions of Senior UK and Ireland Leadership

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses				Benchmark (Difference)
7.1 - Senior UK and Ireland leadership promotes the importance of ethical behaviour throughout the Company. *In this context, senior UK and Ireland leadership refers to the highest level of management in Fujitsu UK and Ireland.*	1,075	ORG	68.4%	26.3%	5.3%	-19.7
		B/M	88.1%	10.3%	1.6%	
7.2 - I believe our senior UK and Ireland leadership team acts ethically at all times. *In this context, senior UK and Ireland leadership refers to the highest level of management in Fujitsu UK and Ireland.*	1,074	ORG	56.0%	36.4%	7.6%	-25.4
		B/M	81.4%	16.4%	2.2%	

Favorable Neutral Unfavorable

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- 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.
- Question 7.1 and 7.2 have an additional answer option "Don't Know" which is considered Neutral.

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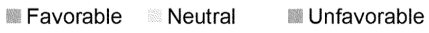
PILLAR 7: PERCEPTIONS OF LEADERSHIP

Perceptions of Division Senior Leadership

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses	Benchmark (Difference)
Division senior UK and Ireland leadership promotes the importance of ethical behaviour throughout the Company. *In this context, division senior UK and Ireland leadership refers to the highest level of management in your business area or function within the UK and Ireland.*	1,073	ORG: 66.3% / 28.8% / 4.9%	-
I believe our division senior leadership team acts ethically at all times. *In this context, division senior UK and Ireland leadership refers to the highest level of management in your business area or function within the UK and Ireland.*	1,072	ORG: 59.2% / 34.1% / 6.7%	-



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- 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.
- Both above questions has “Don’t Know” in addition to the standard Likert scale. “Don’t Know” is considered a neutral response.
- These are custom questions designed by Fujitsu and do not have benchmarking.

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PILLAR 8: PERCEPTIONS OF PEERS AND ENVIRONMENT

Personal and Team Ownership of an Ethical Culture

Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses				Benchmark (Difference)
8.1 - I believe my co-workers act ethically at all times.	1,072	ORG	77.1%	18.2%	4.7%	-11.9
		B/M	89.0%	9.7%	1.3%	
8.3 I have a personal responsibility for making sure the Company behaves ethically.	1,076	ORG	85.8%	10.8%	3.4%	-7.4
		B/M	93.2%	6.0%	0.8%	

Favorable Neutral Unfavorable

• 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.

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Assessment Methodology

Fujitsu

Fujitsu 2023 Values and Ethics Research

Ethical Culture Assessment

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ASSESSMENT METHODOLOY

How to Interpret the Scores

Defining the Scores

Scores are a proportion of positive or favorable responses to all responses collected for a given question. Favorable responses vary but are generally “agree” and “strongly agree.”

A higher score always represents more favorable perceptions

How Pillar Scores Are Calculated

The Pillar scores are a weighted average of the questions scores within a Pillar.

Questions are given a lower weight if skip logic is used. This prevents a low response question from having an oversized impact on the score.

Benchmark Scores

Benchmarks are an average of the selected companies’ favorability scores for a question. Similarly, Benchmark Pillar scores represent an average of other companies’ Pillar scores, and the Overall Survey Benchmark score represents the average score of all other companies’ Overall Survey scores.

Ethisphere uses only those questions selected by the organization for use in this survey when calculating Benchmark question, Pillar, and Overall Survey scores.

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PROJECT CONTEXT

Fujitsu Custom Benchmark

Fujitsu's assessment 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.

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THANK YOU

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Aimee Lanik // Senior Project Manager // GRO

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