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Fujitsu
UK & Ireland
Leadership
Workshop

28-29 November 2023

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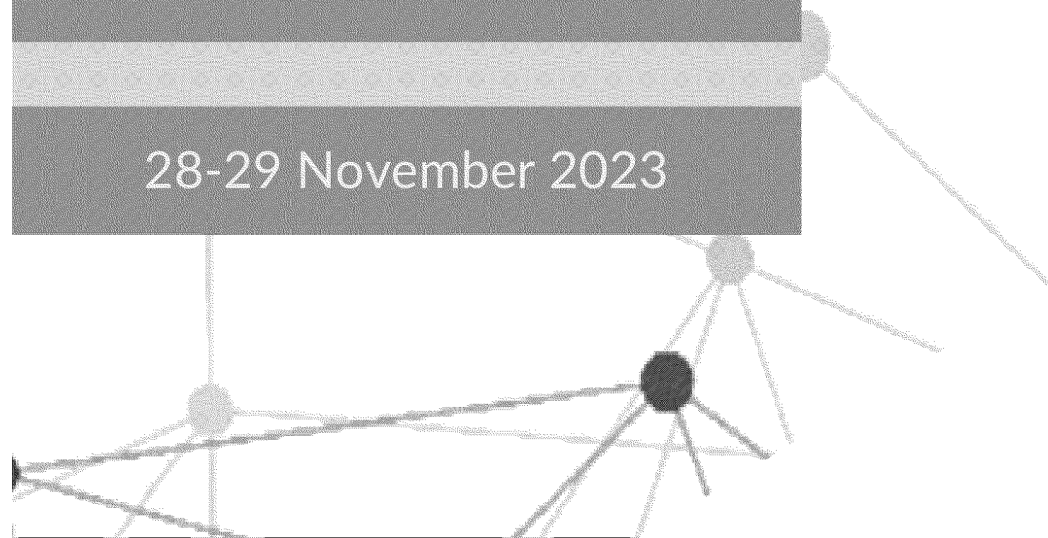
Workshop Agenda & Materials

28 November Morning

28 November Afternoon

29 November Morning

Setting the Stage for Understanding 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.
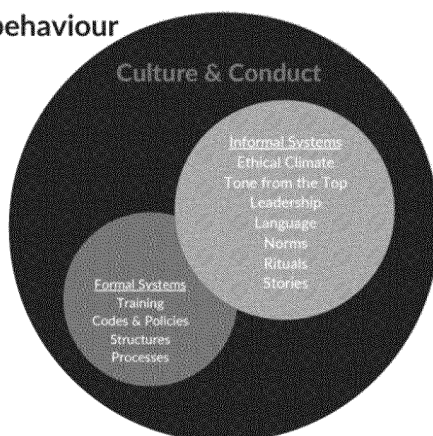
Culture & Conduct

Informal Systems
Ethical Climate
Tone from the Top
Leadership
Language
Norms
Rituals
Stories

Formal Systems
Training
Codes & Policies
Structures
Processes

Privileged and Confidential

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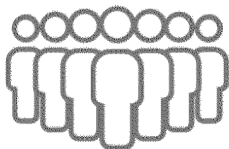
The majority of people (around 70%) are influenced by environment, norms, emotions, and other life circumstances

A Human-Centric Approach to Compliance Program Maturity
https://ethisphere.widen.net/s/nzsx5m7csd/a-human-centric-approach-to-compliance-program-maturity-final

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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

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NOTES:

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NOTES:

Impressions Govern Actions, Especially Around Retaliation Fears

Is the non-retaliation policy enforced? | I reported the misconduct I observed

Yes 73%

No 34%

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

Hotline

HR

Manager

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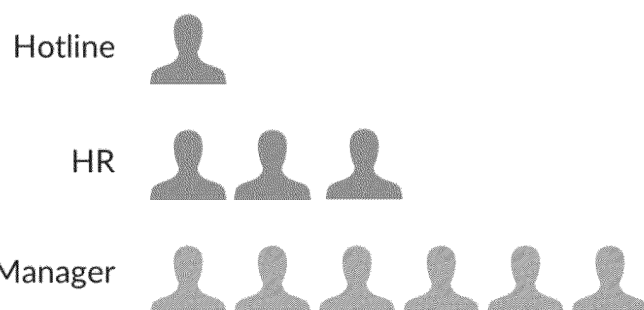
Creating Psychological Safety

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

Giving and receiving feedback

Admitting when a mistake was made

Questioning assumptions

Asking a question

Asking for help

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Introduction to Psychological Safety

What is psychological safety?

In a culture built on psychological safety, there is a shared belief that the environment is conducive to taking interpersonal risks or engaging in acts of vulnerability such as:

Giving and receiving feedback

Admitting when a mistake was made

Questioning assumptions

Asking a question

Asking for help

A healthy culture, a psychologically safe culture, exists where these actions of everyday interpersonal vulnerability are rewarded as opposed to punished. It is a culture that has a learning mindset and embodies the reality that things will go wrong but we will catch them and learn from them.

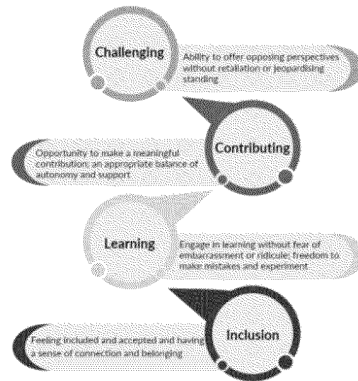The costs are real when employees hold back their full participation. Psychologically safe environments illicit a performance response and encourage people to take action. Unsafe environments that place a focus on assigning blame, excluding those who raise concerns, and encourage concealing failures, provoke a fear response, creating distraction and diminishing performance.

An environment where it is safe to speak up can drive innovation in addition to alerting an organisation about problems or concerns. People who may have solutions to problems, have ideas for product improvements, have closest contact with clients or are otherwise in a position to offer insights or spot hazards, may choose to remain quiet in environments in which speaking up is a risky or dangerous activity, or in environments where being silent is rewarded.

Every employee, but most importantly the direct manager, has an influence on an organisation's culture. Culture can be created by design or by default. One way that managers can transform culture, is to model and reward acts of vulnerability, which creates an environment where people feel comfortable speaking up.

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4 Stages of Psychological Safety*

Challenging — Ability to offer opposing perspectives without retaliation or jeopardising standing

Contributing — Opportunity to make a meaningful contribution; an appropriate balance of autonomy and support

Learning — Engage in learning without fear of embarrassment or ridicule; freedom to make mistakes and experiment

Inclusion — Feeling included and accepted and having a sense of connection and belonging

*Based on the work of Dr. Timothy Clark, Founder of LeaderFactor

> You can either lead the way or get in the way.
>
> Dr. Timothy Clark
> CEO and Founder of LeaderFactor
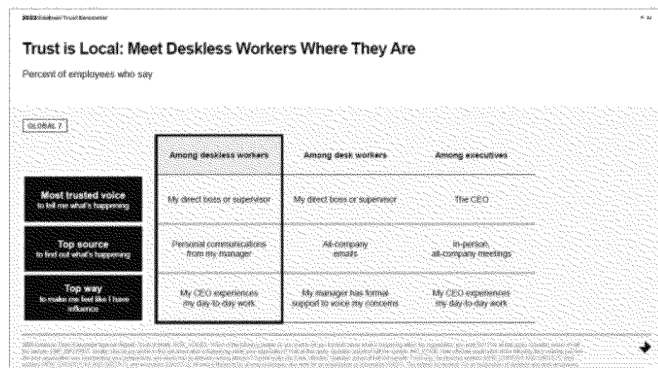
NOTES:

Managers Matter

Opportunities to Reduce Risks and Forge Solutions
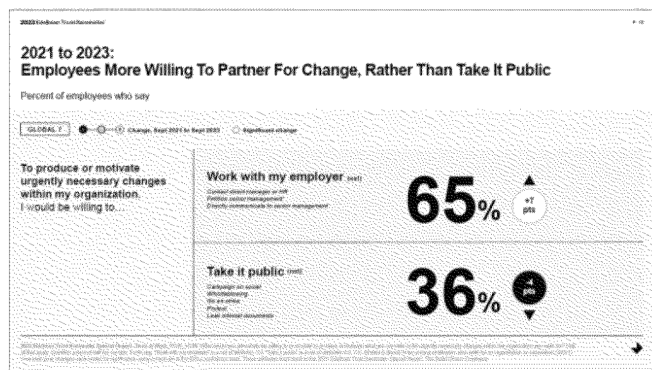
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Gen Z More Willing to Go Public

1 in 2 Gen Z Willing to Go Public to Push for Change at Work

Percent of employees who say

		Age 18-26	27-42	43-58	59+
To produce or motivate urgently necessary changes within my organization, I would be willing to...	Work with my employer (net)	67	67	63	62
			+4	+8	+13
	Take it public (net)	62	42	27	22
			-6	-10	+1

Gen Z far more willing to take things public than older generations

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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 organization?

WHO YOU PRAISE
- Do you recognize 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

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FSL Culture Research Key Learnings

NOTES:

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. |

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NOTES:

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.

■ Fujitsu 2023 Values and Ethics Research   ■ Benchmark

DEMOGRAPHIC ANALYSIS

Are you a people leader? - Summary

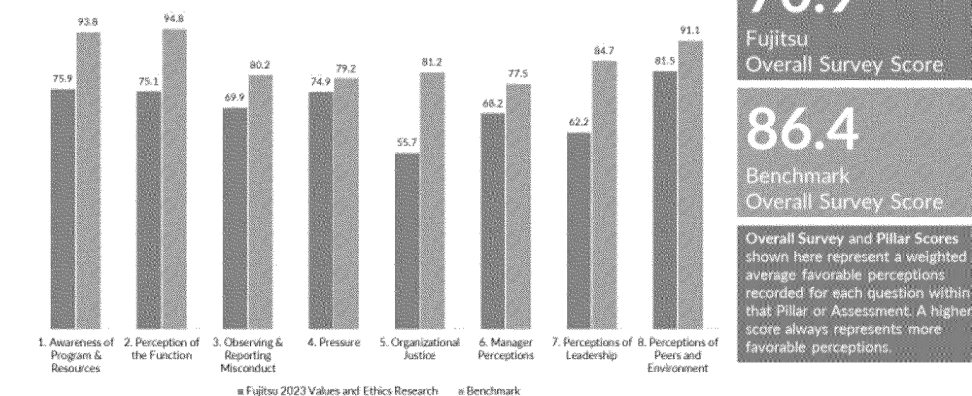| Option	Responses		Culture Quotient	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6	Pillar 7	Pillar 8
Listed in descending order by Overall Score	Count	Response Rate	Overall Score	Awareness of the Program and Resources	Perceptions of the Function	Observing and Reporting Misconduct	Pressure	Organizational 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.

NOTES:

PILLAR 3: OBSERVING AND REPORTING MISCONDUCT

Are Employees Reporting What They Observe?
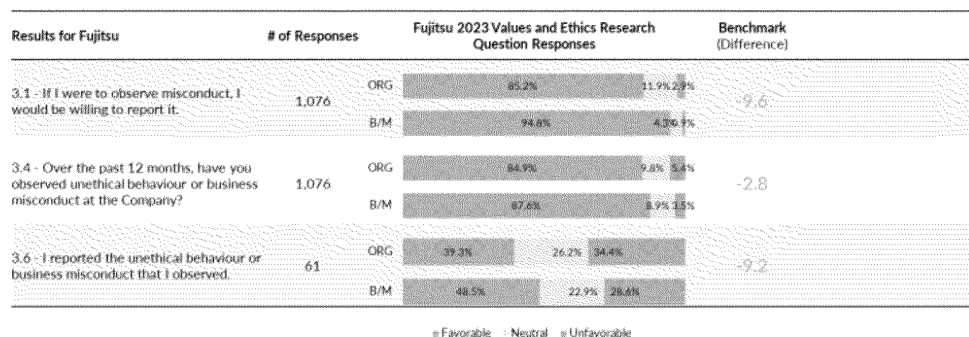
Results for Fujitsu	# of Responses		Fujitsu 2023 Values and Ethics Research Question Responses	Benchmark (Difference)
3.1 - If I were to observe misconduct, I would be willing to report it.	1,076	ORG	85.2% 11.9% 2.9%	-9.6
		B/M	94.8% 4.3% 0.9%	
3.4 - Over the past 12 months, have you observed unethical 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%	

■ 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 3.4 "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

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 favourability 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
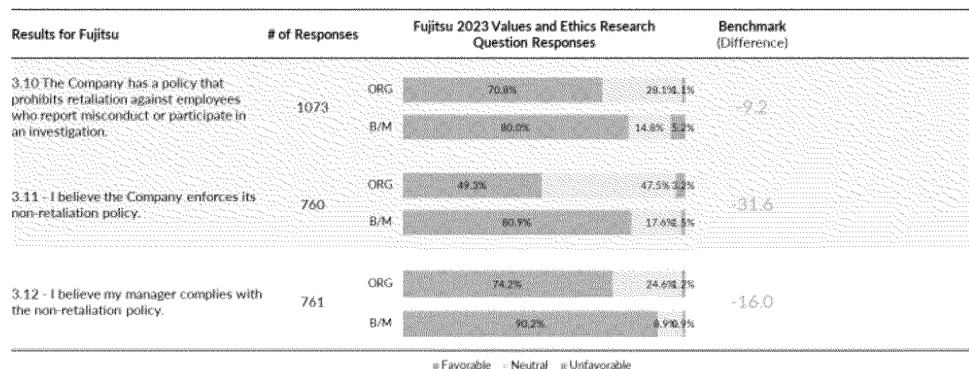
Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses		Benchmark (Difference)
3.10 The Company has a policy that prohibits retaliation against employees who report misconduct or participate in an investigation.	1073	ORG 70.8%	28.1% 1.1%	-9.2
		B/M 80.0%	14.8% 5.2%	
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.

PILLAR 5: ORGANIZATIONAL JUSTICE

Perceptions of Organisational Justice

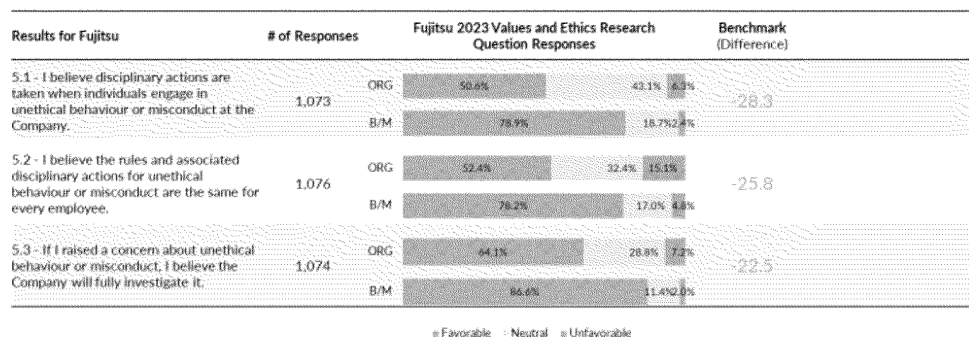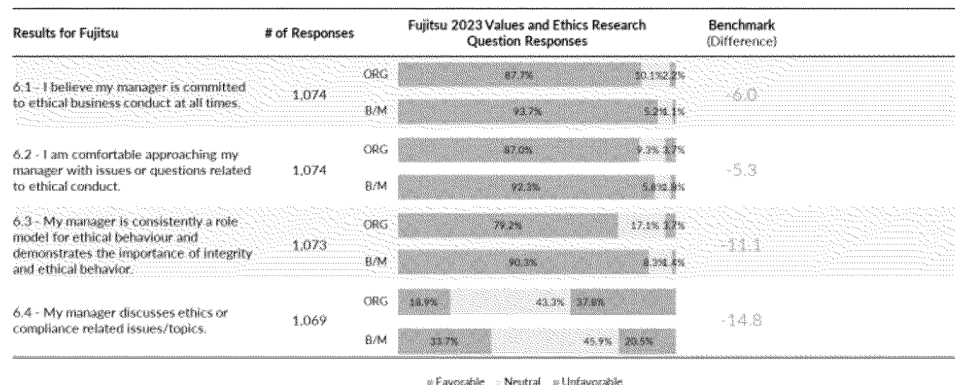| Results for Fujitsu	# of Responses	Fujitsu 2023 Values and Ethics Research Question Responses		Benchmark (Difference)
5.1 - I believe disciplinary actions are taken when individuals engage in unethical behaviour or misconduct at the Company.	1,073	ORG 50.6%	43.1% 6.3%	-28.3
		B/M 78.9%	18.7% 2.4%	
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%	-25.8
		B/M 78.2%	17.0% 4.8%	
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%	-22.5
		B/M 86.6%	11.4% 2.0%	

■ 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.
- All questions in this pillar have an additional neutral response option "Don't Know"

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12

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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	Benchmark (Difference)
6.1 - I believe my manager is committed to ethical business conduct at all times.	ORG	1,074	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.	ORG	1,074	87.0% 9.3% 3.7%	-5.3
	B/M		92.3% 5.9% 1.8%	
6.3 - My manager is consistently a role model for ethical behaviour and demonstrates the importance of integrity and ethical behavior.	ORG	1,073	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.	ORG	1,069	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 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%

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NOTES:

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%

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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.

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14

NOTES:

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.

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From the October Research

In Your Own Words: Details on Project Holly

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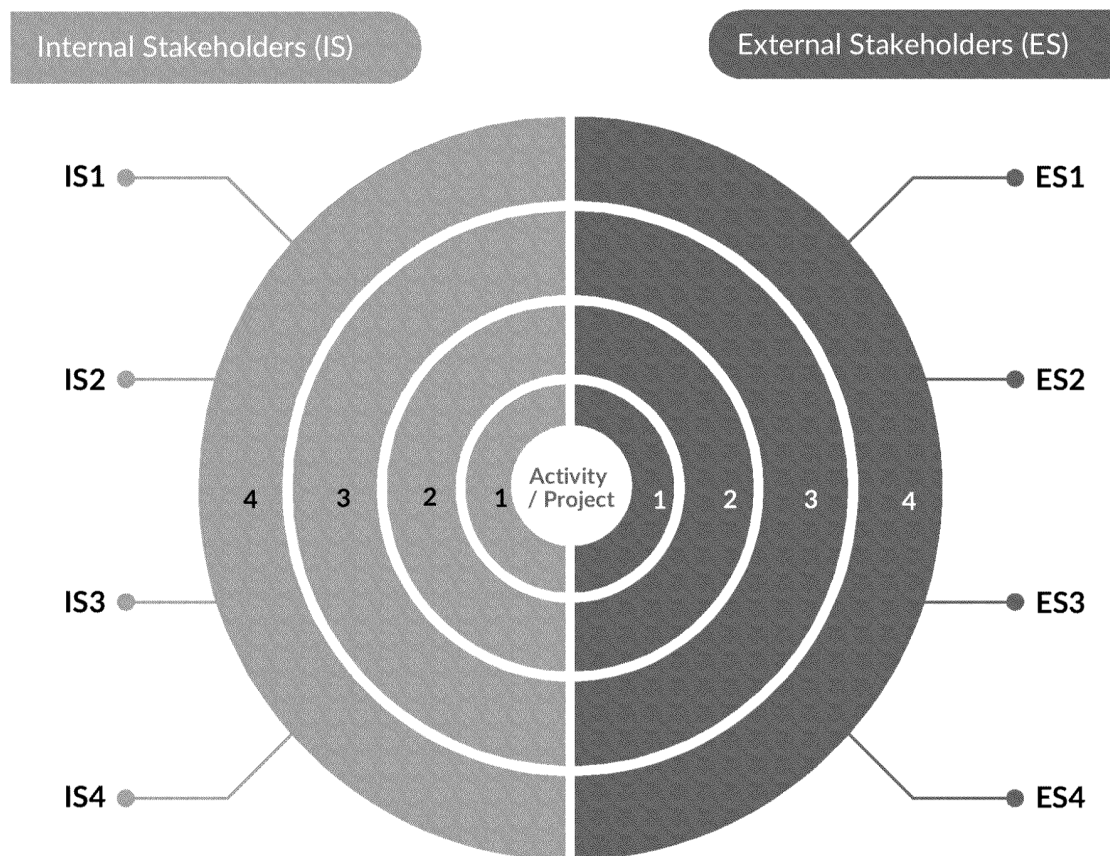
The Post Office case has undermined my previous confidence that Fujitsu always acts in an ethical way.

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Stakeholder Impact Map and Matrix

Use the Stakeholder Impact Map and Matrix to better understand the risks and opportunities created by any project or product across a range of stakeholders.

Complete the **Stakeholder Impact Map** by placing the project or activity at the centre and then listing internal and external stakeholders that will be impacted by or have impacts on the project. Internal stakeholders might include yourself/your team, the broader company reputation, sales, legal, customer service, finance, leadership, or others. External stakeholders might include the contractual customer, the end user of a product, those that end users interact with, or others.

Stakeholder Impact Map

Internal Stakeholders (IS)

External Stakeholders (ES)

IS1 IS2 IS3 IS4

ES1 ES2 ES3 ES4

4 3 2 1 Activity / Project 1 2 3 4

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Stakeholder Impact Map and Matrix

Use the Stakeholder Impact Map and Matrix to better understand the risk and opportunities created by any project or product across a range of stakeholders.

For each stakeholder on the impact map, complete the **Stakeholder Impact Matrix.** Think about the positive and negative impacts of the product or project on each stakeholder group and then identify actions to take to amplify positive impacts and mitigate negative impacts. Remember that the greatest risk or opportunity may not be with the stakeholder closest to the product or project.

Stakeholder Impact Matrix

Project Name:

Stakeholder	+ Impacts	- Impacts	Amplifiers for +	Mitigators for -

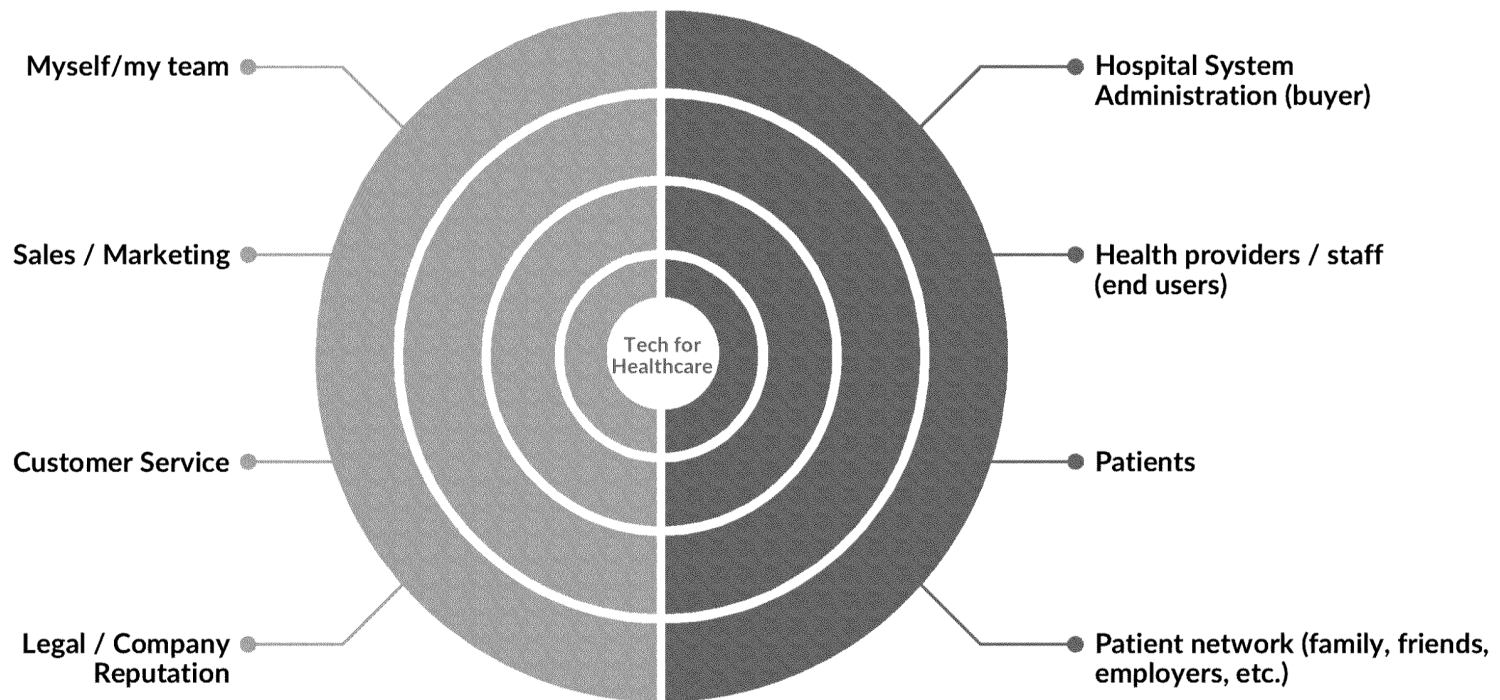# Example: Stakeholder Impact Map

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Internal Stakeholders (IS)

External Stakeholders (ES)

Myself/my team

Sales / Marketing

Customer Service

Legal / Company Reputation

Tech for Healthcare

Hospital System Administration (buyer)

Health providers / staff (end users)

Patients

Patient network (family, friends, employers, etc.)

Stakeholder Impact Matrix

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Project Name: Tech platform for healthcare / patient records system

Stakeholder	+ Impacts	- Impacts	Amplifiers for +	Mitigators for -
My self/my team	New skills/tech, meet goals	Deadlines push other projects behind	Document new/improved processes for re-use	Handoff pieces of non-priority projects to second dev team
Sales / Marketing	First to market with this tech; untapped market demand	Failure to bring in marketing early will delay launch or compromise quality of sales tools	Focus on MMP; provide clear definitions/explanation on features/benefits	Add Marketing Prod Lead to RACI diagram and invite to key meetings
Customer Service				
Legal / Reputation				
Hospital Admin (buyer)				
Health providers (end users)				
Patients				
Patient network				

Remember: The biggest risk or greatest opportunity may not be with the closest stakeholder

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Breakout Exercise: Using the Stakeholder Map & Matrix

Select a project current underway or recently completed. As a group, complete the stakeholder map and matrix for that project.

Project Name:_____

Project Description:_____

_____

_____

Identify Stakeholders

| Internal Stakeholders (IS) | External Stakeholders (ES) |

IS 1_____   ES 1_____

IS 2_____   ES 2_____

IS 3_____   ES 3_____

IS 4_____   ES 4_____

IS 5_____   ES 5_____

20

Identify Impacts, Amplifiers, & Mitigators

IS 1 _____

+ Impacts	Amplifiers for +

- Impacts	Mitigators for -

IS 2 _____

+ Impacts	Amplifiers for +

- Impacts	Mitigators for -

Identify Impacts, Amplifiers, & Mitigators

IS 3_____

+ Impacts	Amplifiers for +

- Impacts	Mitigators for -

IS 4_____

+ Impacts	Amplifiers for +

- Impacts	Mitigators for -

22

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Identify Impacts, Amplifiers, & Mitigators

IS 5_____

+ Impacts	Amplifiers for +

- Impacts	Mitigators for -

ES 1_____

+ Impacts	Amplifiers for +

- Impacts	Mitigators for -

Identify Impacts, Amplifiers, & Mitigators

ES 2_____

+ Impacts	Amplifiers for +

- Impacts	Mitigators for -

ES 3_____

+ Impacts	Amplifiers for +

- Impacts	Mitigators for -

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Identify Impacts, Amplifiers, & Mitigators

ES 4_____

+ Impacts	Amplifiers for +

- Impacts	Mitigators for -

ES 5_____

+ Impacts	Amplifiers for +

- Impacts	Mitigators for -

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Walking the Fujitsu Way

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.

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FUJITSU

Walking the Fujitsu Way

Commitment Statement Exercise

Our Purpose

The purpose statement is a brief narrative that sets out our purpose and its background context, as well as what value we create for customers and society, how we change and how we grow to achieve it.

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

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.

27

Our Values

In order to realise the purpose, "Our Values" indicate a critical cycle consisting of 'Aspiration', 'Trust', and 'Empathy'.

Aspiration
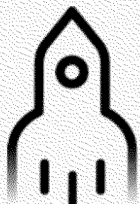
- Set ambitious targets and act with agility.
- Embrace diversity and create original ideas.
- Stay curious and learn from failures and experiences.
- Deliver positive impact through human centric innovation.

Trust
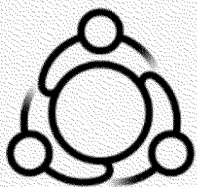
- Honor promises and exceed expectations.
- Act with ethics, transparency and integrity.
- Work autonomously and unite for common goals.
- Contribute to a trusted society using technology.

Empathy

- Strive for customers' success and their sustainable growth.
- Listen to all people and act for the needs of our planet.
- Work together to solve global challenges.
- Generate shared value for our people, customers, partners, community and shareholders.

Our Code of Conduct

We will abide by our Code of Conduct. As a member of society, we must comply with the "Code of Conduct".
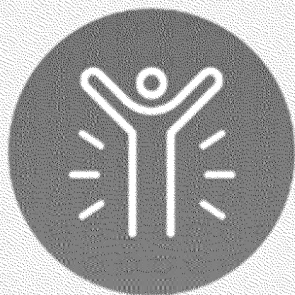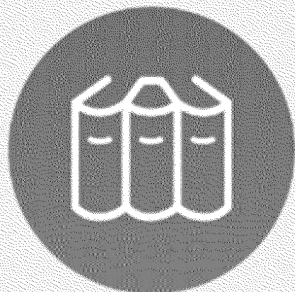
We respect human rights.

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.

How I Walk the Fujitsu Way
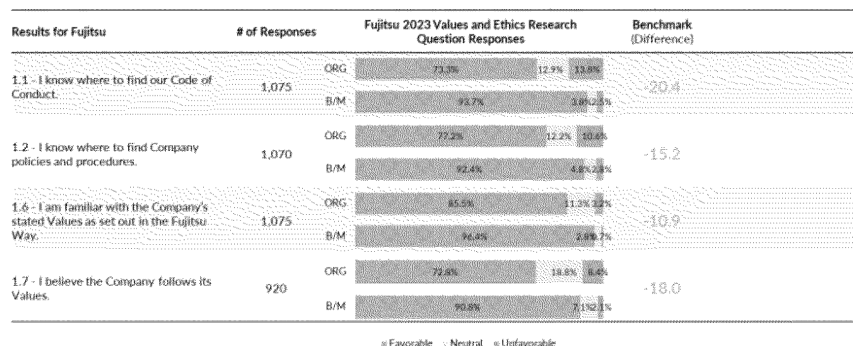
Aspiration

Trust

Empathy

Training and Communications Plan - Additional Research Results

NOTES:

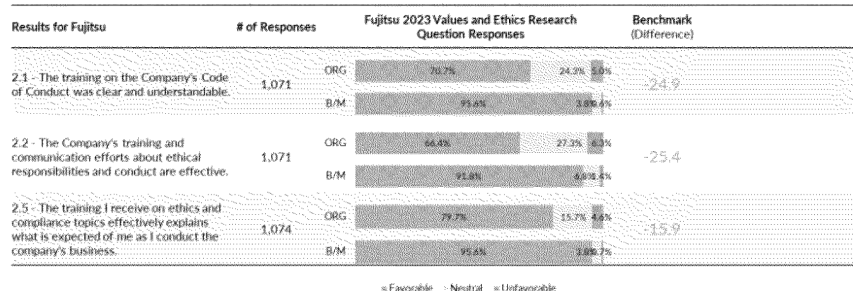PILLAR 1: AWARENESS OF THE PROGRAM AND RESOURCES

Awareness of Standards and Values

Results for Fujitsu	# of Responses		Fujitsu 2023 Values and Ethics Research Question Responses	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%	

▪ 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	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% 0.4%	
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% 1.5%	
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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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.

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

Compliance training should be mandatory with consequences for not completing.

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Post-Workshop Actions

☐ Complete the Leadership Approachability Self-Assessment by end of January 2024.

☐ Work with your Ethics and Values Action 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.

Leadership Approachability Self-Assessment

How approachable are you and how do you model rewarded vulnerability? Assessing your approachability as a people manager is an important step in improving your leadership skills. Take a few moments to reflect on the following:

How often do you talk about ethics and compliance related topics with your team?

☐ Never   ☐ Once a year   ☐ Once a quarter   ☐ Once a month

How often do you hear phrases like, "I don't know" or see people raising questions in meetings, communications, or other interactions with your teams or colleagues?

☐ Never   ☐ Rarely   ☐ Sometimes   ☐ Often

Reflecting on a time when you witnessed the behaviour described in the prior question, what was your initial reaction? Did you notice the reaction of others and if so, what did you see or hear?

How often have you shared stories with your team from your own experiences about making a mistake, being faced with an ethical dilemma, or raising questions?

☐ Never   ☐ Rarely   ☐ Sometimes   ☐ Often

Thinking about your team meetings, are there people who never contribute to the conversation? Are there others who dominate the conversation? Why do you think that is?

How often do your employees or your colleagues come to you for your opinions, perspectives, and thoughts?

☐ Never   ☐ Rarely   ☐ Sometimes   ☐ Often

How often do your employees come to you directly with concerns as opposed to you learning about concerns second-hand?

☐ Never   ☐ Rarely   ☐ Sometimes   ☐ Often

Imagine an employee comes to you with a concern. What is your initial reaction and response?

If an employee comes to you directly with a concern, do you feel empowered and supported to do something? Do you know what to do with that information?

33

Strategies for Improving Your Approachability

Being an approachable manager is crucial for creating a positive work environment where employees feel comfortable coming to you with concerns. Remember that building trust and becoming more approachable takes time and consistency. It may not come naturally, but it is a skill that can be practised and improved. Here are some strategies to help you become more approachable:

Active Listening:
When an employee approaches you with a concern, give them your full attention. Show that you are listening by maintaining eye contact, nodding, and refraining from interrupting. Ask clarifying questions to ensure you understand their perspective.

Open Door Policy:
Communicate that your door is always open for employees to come and talk. Make it clear that you are accessible and willing to listen.

Be Empathetic:
Empathy is a crucial trait for approachable managers. Try to understand and appreciate the emotions and feelings behind the concerns your employees bring to you. Show that you genuinely care about their well-being.

Body Language:
Pay attention to your body language. Maintain an open posture, and use friendly facial expressions. Avoid appearing rushed or preoccupied when talking to employees.

Avoid Judgement:
Create a safe space for employees to express themselves without fear of judgement. Avoid making hasty judgements or criticisms when they bring up concerns.

Timely Response: Address concerns in a timely manner. Even if you cannot provide an immediate solution, acknowledge their concern and let them know when you will follow up with more information, next steps, or a resolution.

Regular Discussions: Schedule regular one-on-one meetings with your team members to discuss their concerns, goals, and feedback.

Transparency:
Be honest and transparent in your communications. If you cannot share certain information due to confidentiality, explain why you can't and reassure them that you'll share what you can.

Encourage Feedback:
Actively seek feedback from your employees on your own performance as a manager. This shows that you value their opinions and are open to improvement.

Provide Resources:
Offer resources and support to help employees address their concerns. This could involve connecting them with the right team members or providing access to training or tools that may help.

Conflict Resolution Skills:
Develop strong conflict resolution skills. When conflicts arise, mediate them fairly and impartially, ensuring that both sides feel heard and understood.

Lead by Example:
Demonstrate the behaviour you expect from your team. If you want them to communicate openly and professionally, model these behaviours in your interactions with them. Ask questions. Be able to say "I don't know".

Recognise and Appreciate:
Acknowledge and appreciate employees when they do bring concerns to your attention. This positive reinforcement can encourage more open communication in the future.

Training and Development:
Invest in your own leadership development, including courses or workshops on communication and interpersonal skills.

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