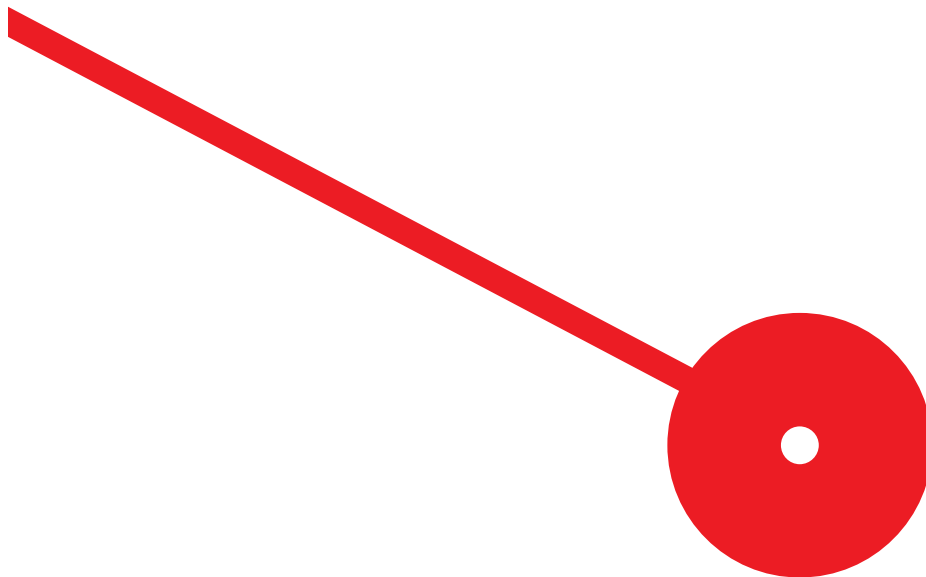




Internship Report at Fujitsu Portugal

Xavier Macedo Sopas de Melo Bandeira

2021/2022

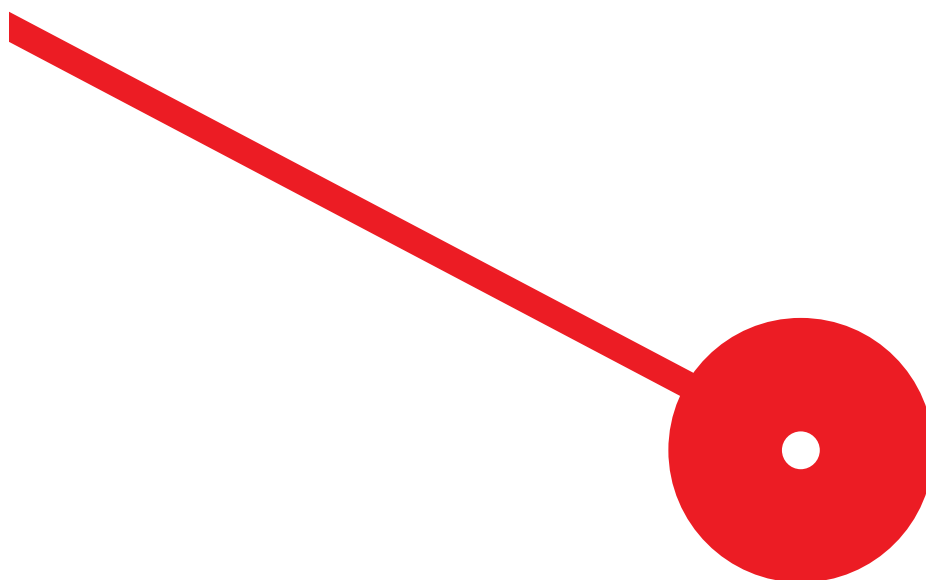




Relatório de Estágio na Fujitsu Portugal

Xavier Macedo Sopas de Melo Bandeira

**Relatório de Estágio
apresentado ao Instituto Superior de Contabilidade e
Administração do Porto para a obtenção do grau de Mestre em
Intercultural Studies for Business, sob orientação do Professor
Marco Aurélio Ribeiro Lamas**



Dedicatória

Em primeiro lugar queria agradecer à minha família por estar sempre a meu lado e me ter ajudado tanto na elaboração deste relatório como no meu estágio curricular na Fujitsu, durante todo o processo. A sua ajuda foi fundamental para estar feliz e motivado mesmo durante os períodos menos fáceis ao longo deste último semestre e consequente conclusão do mestrado.

Queria agradecer aos meus orientadores da Fujitsu- Tiago, Glória e Bane que desde o início me acolheram bem, orientaram da melhor maneira e fizeram um esforço por me ajudar em tudo aquilo que precisei. De um modo mais especial queria agradecer ao Bane por me ter ajudado sempre e por me aconselhar e orientar como amigo e não apenas como colega de trabalho.

Por fim queria também agradecer ao meu orientador por parte do ISCAP, o professor Marco Lamas, pela paciência e ajuda na elaboração deste relatório de estágio.

Acknowledgments

First of all I would like to thank my family for always being by my side and helping me both in the elaboration of this report and in my internship at Fujitsu, throughout the whole process. Their help was fundamental to be happy and motivated even during the less easy moments on this last semester and consequent conclusion of the master's degree.

I would like to thank my supervisors at Fujitsu - Tiago, Glória and Bane who welcomed me from the beginning, gave me the best orientation and made an effort to help me in everything I needed. In a more special way I would like to thank Bane for always helping me and for advising and guiding me as a friend and not just as a work colleague.

Finally, I would also like to thank my supervisor at ISCAP, Professor Marco Lamas, for his support and patience while writing this report.

Resumo

O presente trabalho tem como objetivo a conclusão do mestrado em Estudos Interculturais para Negócios do ISCAP. O estágio que realizei na Fujitsu começou oficialmente no dia 8 de Fevereiro de 2022 e terminou do dia 22 de Julho de 2022, tendo completado na sua totalidade 505 horas.

Ao longo deste relatório de estágio começo por fazer um enquadramento teórico onde procuro definir os conceitos de multiculturalidade e responsabilidade social, e também abordar a relação entre si, conceitos estes que se revelaram cruciais tanto na minha aprendizagem durante o mestrado como também no estágio que realizei.

Na segunda parte deste relatório procuro caracterizar a Fujitsu como empresa multinacional de renome que é. Falo um pouco da sua história, a metodologia de trabalho que a caracteriza; os objetivos diários pelos quais se guia; aquilo que a distingue da concorrência; Procuro também falar sobre o programa de responsabilidade social da empresa, qual a equipa encarregue de o levar a cabo e quais os objetivos pretendidos.

No último capítulo descrevo quais foram as tarefas que realizei ao longo do estágio, o diário de bordo que fui fazendo diariamente para me manter a par de tudo o que fiz, e finalmente relaciono aquilo que aprendi ao longo do mestrado com o estágio que realizei, quais as suas semelhanças e diferenças.

Palavras-chave: Multiculturalidade; Responsabilidade Social; Empresa Multinacional; Diário de Bordo

Abstract

The present Internship Report was carried out for the conclusion of the master's degree in Intercultural Studies for Business of ISCAP. The internship I did at Fujitsu officially started on February 8th of 2022 and ended on July 22nd of 2022, having completed a total of 505 hours.

Throughout this internship report I begin by doing a theoretical framework where I try to define the concepts of multiculturalism and social responsibility, and also address the relationship between them, concepts that have proved to be crucial both in my learnings during the master's degree as well as in the internship I did.

In the second part of this report I try to introduce Fujitsu as the renowned multinational company it is. I address its history, the work methodology that characterizes it; the daily goals by which it is guided; what distinguishes it from the competition; I also speak about the company's social responsibility program, which team is in charge of carrying it out and what are the intended goals.

In the last chapter I describe the tasks I performed during the internship, the logbook I wrote every day to keep track of everything I did, and finally I relate what I learned during my master's degree to the internship I did, what are their similarities and differences.

Key words: Multiculturalism; Social Responsibility; Multinational Company; Logbook

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List of abbreviations

CSR- Corporate Social Responsibility

FY- Fiscal Year

GDC- Global Delivery Center

GRB- Global Responsible Business

GRiP- Global Delivery Responsible Business Program

HR- Human Resources

MA- Master's Degree

NDA- Non-Disclosure Agreement

SDG's- Sustainable Development Goals

Introduction

I think it is appropriate to begin the introduction of this internship report by answering two questions: Why did I choose to do an internship instead of a dissertation or a project?; Why Fujitsu?

First of all, the decision to do an internship had been decided for a long time. I knew that all three options (internship, dissertation, project) had their positive and negative aspects, but from the beginning I had the notion that the best for me would be to have a more practical experience. I decided to do an internship because it was the option that would allow me to be in more direct contact with the world of work. I had never had a job before, so I knew that the internship would give me the opportunity to experience real situations within a company, which would force me to grow mentally and provide me with practical tools that I would not have had if I had chosen the dissertation or the project. Even an internship obviously has its disadvantages, still in my case I was sure that it was the most suitable option to better prepare me for my professional future.

Regarding the company itself, I confess that I was not very aware of its area of work, I only had a small notion from what little I read on social media. Fujitsu is a renowned multinational company, spread around the globe and with a huge number of employees and collaborators. Even now I am getting to know the company and step by step I am getting a better idea of what it is and what it does. I remember when Fujitsu Portugal opened its operations office in Braga in 2016, it was something remarkable because, for a city like Braga, having a multinational like Fujitsu operating in the city is a great reference, it brings even more visibility at national and international level. I knew how important it would be if I had the opportunity to do an internship in a company of this dimension, and fortunately everything worked out and I got that opportunity.

This internship report is structured in 3 main chapters - in the first one an introduction to concepts that proved to be fundamental in my master's degree and in the internship and the also the relationship between them; in the second one I focus about Fujitsu and the most important things that distinguish it. Social responsibility, the area in which I did my internship is obviously addressed in this chapter, where I explain what I learned on this matter, the example that Fujitsu can show to society and also to all companies and organizations that may be influenced by its activities on a daily basis.

In the last chapter I describe the tasks that I carried out during the internship, the logbook, and also address the relationship between what I learned in the master's program and in the internship.

Finally, I can say that doing an internship in a company like Fujitsu demanded a huge responsibility, I was aware from the beginning that I had obligations to fulfill and that nothing would be given to me on a platter, so I focused from day one on doing my best and being responsible. I think that this responsibility was also reflected in the writing of this report, because to carry out this kind of work one needs to be methodical, resilient and motivated.

CHAPTER 1- THEORETICAL FRAMEWORK

Chapter I – Theoretical framework

1.1- Multiculturalism

Multiculturalism is a diverse and complex concept to interpret, but at the same time it is such a natural idea that's part of our daily lives that it actually seems simple to understand for any person.

The concept of multiculturalism is defined by the Cambridge Dictionary as “the belief that different cultures within a society should all be given importance” (Cambridge Dictionary, n.d.). The idea of multiculturalism is something very present in contemporary political and social debates. This term has been gaining more relevance over time, not only because we live in a more globalized world than ever before, and therefore multiculturalism within societies is greater, but also because there are several challenges very much associated with cultural diversity based on ethnic, national, and religious differences.

Multiculturalism characterizes the diversity within a society, it preaches not only the right to share a territory but also the obligation to live in it according to the cultures of the different groups and communities who live there. Cultural differences become evident, but at the same time they must coexist among themselves, because otherwise the process of living in society becomes more challenging.

Although there is inevitably cultural diversity in a society, whether its impact is greater or smaller, the truth is that there is always a dominant culture. A process of reciprocity then occurs between the dominant culture and the other(s), that is, the existing cultures influence each other, but not to the same extent. This process is called interculturality, where the contact and communication identities of each culture mix with each other, which decreases cultural and social boundaries and consequently interpersonal relationships get stronger (Claval, 1995).

The phenomenon of acculturation between peoples is usually something slow, that needs time to develop and has been around for centuries. Cultures don't arise “out of the blue”, since behind the characterization of a society there are centuries of transmission of knowledge that has been passed on over time. Cultures are constantly changing and the crossing of cultures accelerates this process, therefore it makes sense to think the culture

of a people “is not static but rather active and subject to permanent adjustments” (Sarmiento, 2014, p. 610).

Though the concepts of multiculturalism and interculturalism have much in common, they are not indissociable, because the existence of one may not imply the existence of the other. If there are several cultures within a community, then we can say that it is a multicultural community. But if these cultures do not influence each other, if there is no mixing or interaction between them then it is not an intercultural community.

There are, therefore, several theories that try to contrast these two concepts, one of them idealized by Meer and Modood (2012) who state that there are four ways in which conceptions of interculturalism are being positively contrasted with multiculturalism: First, that interculturalism is allegedly more geared towards interaction and dialogue than multiculturalism. Second, that interculturalism is conceived as something less compliant than multiculturalism. Third, that interculturalism is something more committed to a stronger sense of the whole, in terms of such things as societal cohesion and national citizenship. Finally, that where multiculturalism may be illiberal, interculturalism is more likely to lead to criticism of illiberal cultural practices, as part of the process of intercultural dialogue (Sarmiento, 2014).

We cannot talk about multiculturalism without referring to this great phenomenon that’s globalization. This phenomenon occurs when there is an acceleration of movement of people, products, and ideas between nations. It is characterized by an increase in fluidity between the financial and political borders between countries, which in turn increases the complexity of the everyday issues that are faced by the inhabitants of the countries.

Pascal Lamy (2006) on a speech given in Santiago do Chile, addressed the concept of globalization as “an historical stage of accelerated expansion of market capitalism, like the one experienced in the 19th century with the industrial revolution. It is a fundamental transformation in societies because of the recent technological revolution which has led to a recombining of the economic and social forces on a new territorial dimension”.

Globalization has indeed led to an increasing mobility of people worldwide and a faster transmission of information than ever before, consequently contacts between different cultures are closer than in the past. Migration from developing to developed countries has proven to many individuals to be the only way to escape local poverty, instability and the plan to materialize their horizons of expectations (Rothe et al., 2010).

Just as times change, the migration process also changes along the course of time, as in the past people tended to cut ties with their roots, where contact with their country of

origin was gradually weakening. Today there's a different reality, due to faster and cheaper transportation, and new telecommunications technologies, the cultural ties with the country of origin are not as loose as in the past, on the contrary, they are more present than ever. Back then emigrants cut ties more easily with their native land, therefore acculturated more rapidly in the country to which they emigrated, but nowadays it is not so easy for emigrants to merge into another culture in their host countries, because they (generally) are more inclined to stick to their own culture as they feel the need to preserve their identity.

Where once western societies used to be perceived as the best opportunity to change one's life, for example, emigrating to a country like the United States of America (previously known as the Land of Opportunity) could be seen as the real difference between having a good life with more opportunities and leaving behind a difficult one, over time several peoples have settled there and started to establish their roots (Cole, 2020).

In order to help simplifying these human behaviors, characteristics of multiculturalism and interculturality, the field of sociology developed two theories: the Melting Pot Theory and the Salad Bowl Theory.

The Melting Pot Theory assumes that several immigrant groups will likely “melt together”, leaving their individual cultures and eventually becoming fully assimilated into the dominant one. Normally this theory is used to characterize the assimilation of immigrants into the United States, and it is also exemplified by “the metaphor of a foundry’s smelting pots in which the elements iron and carbon are melted together to create a single and stronger metal- steel.” (Longley, 2020, n.p.)

This theory has some advantages. It consolidates the concept of citizenship by developing an environment where people from different backgrounds grow their patriotic feelings and can feel more included. It also redefines the concept of national identity, it tries to demonstrate that this concept can be made up of multiple identities fused together under a single nation, and not that it boils down to that misconception that one nation is made up of just an homogeneous culture. What it brings, or at least tries to achieve in theory, is a sense of community and social solidarity among every citizen within a nation (Berray, 2019).

Regarding the Salad Bowl Theory, it is a more liberal theory of multiculturalism than the Melting Pot. It represents a heterogeneous society in which people coexist but still keep some of their traditional cultures’ elements/habits intact and alive. As Robert Longley exemplifies, “like a salad’s ingredients, different cultures are brought together, but rather

than blending into a single homogeneous culture, they retain their own distinct flavors.” (Longley, 2020, n.p.). New York City is one of the best examples here as its many diverse and unique ethnic communities like Little Italy, Little India or Chinatown can be seen as Salad Bowl cases.

Opposed to the Melting Pot theory, where the identity and influence of the dominant cultures prevails regardless of the transformation resulting from the cultural assimilation, the Salad Bowl retains the individuality and independence of ethnic groups, and allows their existence together with the dominant cultures (Berray, 2019).

Taking the United States as an example, the annual celebrations of the Columbus Day or St. Patrick’s Day are two good examples of the Salad Bowl, where the first one was introduced by the Italian American community and the second one by the Irish American community, and nowadays they’re two of the biggest events in the country and they’re celebrated by a large number of people of all cultures everywhere in the country.

Multicultural societies are therefore characterized by people of different races, ethnicities, and nationalities living together in the same community. In multicultural communities, people retain, pass down, celebrate, and share their unique cultural ways of life, languages, art, traditions, and behaviors.

The characteristics of multiculturalism often spread into the community’s public schools, where the syllabus is organized to introduce youngsters to the qualities and benefits of cultural diversity. Though sometimes criticized as a form of political correctness, educational systems in multicultural societies stress the histories and traditions of minorities in classrooms and textbooks.

In countries like Argentina for example, newspaper articles and radio and television programs are commonly presented in English, German, Italian, French or Portuguese, as well as the country’s native Spanish. As a matter of fact, the Constitution of Argentina promotes immigration by recognizing the right of individuals to retain multiple citizenships from other countries (Longley, 2020).

Multiculturalism is the key to achieve a high degree of cultural diversity. A truly diverse society is one that recognizes and values the cultural differences in its people, and that same diversity occurs when people of different races, nationalities, religions and ethnicities come together.

Cultural diversity has proven to strengthen human contact and break down barriers and it has demonstrated its essentiality for Humanity and its survival.

In 2001, the General Conference of UNESCO took this position when it asserted in its Universal Declaration on Cultural Diversity that “cultural diversity is as necessary for humankind as biodiversity is for nature” (OHCHR | Universal Declaration on Cultural Diversity, 2019).

Today, workplaces and schools are compound by a high diversity of cultural groups. Now more than ever it's very important to be ready to learn and accept these different backgrounds in our society, so that understanding, and above all, respect, can thrive amongst peoples. In a nutshell, societies benefit at many levels with different backgrounds, peoples experiences, and new ways of thinking that come with cultural diversity.

1.2- Social Responsibility

The concept of social responsibility is something that has been around for a long time but has only gained greater relevance in our society in recent years, and has consequently been the subject of constant debate, especially in the socio-political context.

As the name itself implies, social responsibility is not limited to something or someone exclusive, on the contrary, it is meant for society as a whole, for everything that constitutes it, and it only has real impact when put into practice by everyone. It can thus be defined as a theory:

“(…) In which individuals are accountable for fulfilling their civic duty, and the actions of an individual must benefit the whole of society. In this way, there must be a balance between economic growth and the welfare of society and the environment” (Pachamama Alliance, 2021, para. 1).

The future of a society is inevitably dependent on the behavior of its citizens in the present, therefore social responsibility plays a fundamental role in the day-to-day life of a society, hence it is up to each individual to be more aware of its relevance and ongoing practice.

Living in a society can be demanding every now and then. You can never please everyone, so to be able to live within one every citizen has to have rights as well as duties. A collective spirit and a sense of mutual help are necessary to live in a balanced society. Social responsibility is everyone's duty, so it's evident that we're witnessing a more focused mentality into this direction- calling for a more sustainable and healthier life, a more inclusive society, greater transparency and ethics in the working place, taking more care of the environment and animals, etc...

The corporate world, more specifically companies of several sectors, then need to adopt measures that fit the current global scenario, or as is the case in many situations, adjust their working methods in order to be more always up to date. Businesses change according to the times they are living, for this reason it is essential for the success of a company or organization to adapt to the circumstances in which it operates, and one of the most important and recent cases of this was the Covid-19 pandemic that spread into societies and affected thousands of people and their jobs. The quickness to adapt to this reality was (and still is) the difference between the great damages and the few that all

companies and organizations suffered (and still suffer) at many levels, obviously derived from the pandemic.

Companies must therefore be in constant adaptation, and social responsibility is something of increasing importance in them. Sustainability is currently one of the pillars in the *modus operandi* of any company, whatever its sector, because the growing awareness of citizens and society in general has been dictating it in recent years, and therefore several changes have been implemented that serve as an example to all.

In order to make a change, a role model has to exist so that influences and inspires others to change. In this case, the corporate sector can (and should) play an important role within society, setting an example to people of what should be done to properly conceive a more sustainable future (Lamas, L. B. & Lamas, M., 2022).

To do this, it is essential to build a mindset towards transforming threats into opportunities, seize the advantage on the ever-growing globalization, of the increasing importance of interculturality, of the evolution of technology and also of the growing awareness of consumers worldwide. This way it is possible to create a favorable environment for companies so that they can simultaneously succeed and contribute to sustainable development (Cerqueira et al, 2021).

Companies need to reinvent the way they design their business models, but they also need to deal with management, marketing, finance and especially people, while fostering social responsibility. Company leaders need nowadays to be always seeking for different types of solutions, to deal with issues that a few years back weren't probably issues but, as times change, our habits also change at the same time.

One of the most important matters in the corporate world is knowing how to deal with people, because even though in today's world everything is absorbed by technology, still people have to work together in the best working environment as possible. Human relationships are crucial for the success of an organization, so the team/department of Human Resources (HR) is more and more fundamental in the everyday work life. Leaders can (and should) be in constant communication with HR colleagues, not only to understand if the whole team is motivated to work, if some colleague has any personal problem, not enjoying his work, not dealing well with another colleague, etc... but also to count with an extra help in order to seek for answers and solutions to deal with the common obstacles any organization or company faces on a daily basis, specially regarding human relationships.

Two concepts such as mission and purpose have to justify the reason for why a certain company exists: what its purpose is, what it intends to achieve, and how it intends to contribute to society. Regardless the sector of activity in which the company operates on, it is essential to understand who the company will work for, what the segmentation is, and thus understand what its customers really value, not forgetting of course their social and environmental concerns. The definition of mission and purpose can be boiled down to is an investment of time and reflection, and should not be created as an obligation, something to include only on a website or business plan.

In this globalized world in constant change that we're living in, with growing competition and permanent challenges, companies must be prepared to make decisions quickly and daily. A new perspective on the design of business models and on the management of companies, along with interculturality are crucial for success (Lamas, L. B. & Lamas, M., 2022).

1.2.1- Corporate Social Responsibility (CSR)

UNIDO (United Nations Industrial Development Organization) defines Corporate Social Responsibility (CSR) as a:

“Management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives while at the same time addressing the expectations of shareholders and stakeholders” (UNIDO, 2017, para. 1).

To engage in CSR means that in the ordinary course of business, a company must operate in ways that enhance society and the environment instead of contributing negatively to them. CSR measures can help to forge a stronger bond between employees and the place they work and help both employees and employers to feel more engaged in social causes outside their work.

It is mainly a strategy that's implemented by large corporations, since the more notorious and successful a corporation is, the more responsibility it has to set standards of ethical behavior for its counterparts and area of business.

In order for CSR to become noticeable in the daily business environment, some corporate practices need to be developed. Carroll's conceptualization is probably the most widely accepted model of CSR. It was proposed in the late 70's and the author suggests that corporations have four categories of social responsibilities which address the entire range of obligations business has to society (Carroll, 1979, p. 499).

These categories of business responsibilities are organized in a pyramidal model, according to society's expectations towards business. From bottom to top the categories address:

- 1- economic responsibilities- to produce valuable goods and services and to accomplish profit;
- 2- legal responsibilities- to operate within the framework of legal requirements;
- 3- ethical responsibilities- to operate within society's moral framing;
- 4- discretionary responsibilities- to perform voluntary activities that contribute to societal development.

The lower category represents the primary expectation towards business accomplishments. Given its extensive scope, this is one of the most quoted models of CSR. In more recent proposals less attention is given to the practices related to attaining profit and operating in accordance with the law, as McWilliams and Siegel refer, it is questionable whether these are in fact activities that go beyond legal prescriptions (Duarte et al, 2010).

As previously stated, the concept of CSR in its current definition is plural, in the sense that managers are not only accountable to shareholders, but rather to all those who relate to the companies, or to whose business they contribute. This plurality also includes the concept of distribution, as it covers the entire production chain, and companies must incorporate socially responsible practices, a process of incorporation that must occur not only in the final product but throughout the production process.

Therefore social responsibility cannot be dissociated from the concept of sustainable development since companies must integrate the economic, social, and environmental impact in their operations, as to address today's needs without jeopardizing future generations to address their own.

1.2.2- Internal and external dimensions of CSR

CSR can be divided into two dimensions: internal and external. In its internal dimension, socially responsible practices relate to human resource management, occupational health and safety, adaptation to change, and management of environmental impact and natural resources.

In its external dimension, it is materialized in the network of relationships with local communities, with customers and suppliers, with stakeholders and shareholders, in regard to the universally human rights, as well as in the global management of the environment. Nevertheless it's important not to confuse the concept of philanthropy with social responsibility, since the first one normally occurs occasionally by those who do it, while the latter implies continuous actions in the context of the long-term strategies defined by the company or organization, capable of generating economic benefits, thus enabling the continued creation of value and consequent sustained social development.

As the engagement of companies with the community where they are settled in is an asset they should maximize, benefiting namely in terms of boosting their image positively, the investments to be made must be of a strategic nature, subject to adequate planning and executed in close cooperation with the different local agents and organizations (Monteiro, M. A. n.d.).

1.2.3- CSR and Global Compact

Global Compact is a United Nations program that seeks to mobilize the international business community to promote basic values in the areas of human rights, labor relations, and the environment. This program, developed by the former Secretary-General Kofi Annan, determines that companies and corporations should contribute to the creation of a consistent social and environmental framework in free and open markets, ensuring that everyone enjoys the benefits of the global economy, by respecting ten basic principles, inspired by international declarations and principles.

“By incorporating the Ten Principles of the UN Global Compact into strategies, policies and procedures, and establishing a culture of integrity, companies are not only upholding their basic responsibilities to people and planet, but also setting the stage for long-term success” (The Ten Principles | UN Global Compact, 2022).

The Ten Principles of the United Nations Global Compact¹ are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption. The ten principles that make up Global Compact and which companies must comply with are the following:

- 1- To support and respect the protection of internationally recognized human rights;
- 2- To ensure that they do not participate in violations of these rights;
- 3- To support freedom of association and the effective recognition of the right to collective negotiation;
- 4- To support the elimination of all forms of forced or compulsory labor;
- 5- To support the effective eradication of child labor;
- 6- To support equal pay and the suppression of discrimination in employment;
- 7- To take a preventive approach to environmental challenges;
- 8- To develop initiatives to promote greater environmental responsibility;
- 9- To encourage the development and diffusion of environmentally sustainable technologies;
- 10- To act against any form of corruption, including extortion and bribery.

Despite not covering all the aspects mentioned above corresponding to good CSR practices, the principles included in the Global Compact incorporate the most urgent matters and constitute a significant step towards the dissemination of good practices. Today it has been proven that incorporating those practices into companies, corporations and organizations mitigates risks and creates opportunities, and it can make an impact on a wide range of indicators that measure business success: shareholder value, profits, efficiency of operations, customer attraction and retention, competitiveness, brand value, and degree of innovation.

¹ Data collected from: <https://www.unglobalcompact.org/what-is-gc/mission/principles>

A global approach to CSR requires responsible practices in several areas: market, human resources, environment and community. This approach is fundamental to sustainable development and should be integrated into the company's strategy and management systems (Monteiro, n.d.).

Despite the fact that the debate on CSR has been going on for quite some time now and that many initiatives have been undertaken by different reputable organizations, the widespread application of CSR by companies is still far from being a reality. In this context, the Commission of the European Communities has identified, among others, the following key measures² for increasing the use of those good practices:

- To intensify the dissemination of the positive impact of CSR on companies and societies;
- To promote the development of CSR management skills;
- To foster social responsibility in small and medium-sized companies;
- To ease convergence and transparency of CSR practices and tools.

Undoubtedly, what the future will bring in these matters goes in the direction of adopting socially responsible behavior, and it is up to the companies to assume themselves as drivers of this new reality. The guarantee that this will be the case lies in the fact that it is increasingly recognized this attitude generates value for companies. The representatives of capital and the top managers of companies are therefore obliged to continue along this course, without ever forgetting that the ultimate purpose that legitimizes the existence of companies is the creation of wealth. There is tendency to be less and less room for wealth creation for a restricted group - of shareholders - constantly running over the interests of all the others, a path that they must follow with determination and urgency, because the collective interest demands it (Fernando, 2022).

² Data collected from: <https://cgov.pt/base-de-dados/artigos-e-estudos/326-a-responsabilidade-social-das-empresas-rse>

1.3- Correlation between Multiculturalism and Social Responsibility

Today these two concepts are more inseparable than ever. In today's society big companies and organizations feel the need to highlight the diversity in their environment, and at the same time intend to send a social message in order to please the general public's opinion and get more recognition.

A company must be aware of how to deal with the new situations brought into its daily business, among them is obviously the enhancement of cultural and identity diversity within the company itself. It is part of this process to explain the company's commitment, its perspective in relation to cultural diversity, the ways of including different groups in the business, guidelines for recruitment, monitoring and assistance programs for those who need different working conditions, such as the physically handicapped, the discussion of conventions and conducts that can guide the relationships among the different employees, the establishment of communication methods so that all employees can express themselves correctly, among other actions.

Knowing and accepting difference is sometimes tricky; in theory it may seem easy, but in reality it may not be. It is necessary to take the time to get to know the other person, to know his or her tastes, habits and body language to be possible to collaborate for a good working environment at the workplace. There is no such thing as a machine that allows us to get to know a person from a different culture in a matter of minutes, but today there is a field of knowledge that deals with this issue: intercultural studies, which help us to better understand the differences and respect different cultures. In essence, intercultural studies "offer a theoretical and practical approach on how to understand culture, and on doing so, how can we, users of that knowledge, apply it to business and commercial interactions" (Cerqueira et al, 2021, p.7).

To get in touch with others in today's world it's a simple task, but understanding and creating a connection can definitely be much harder, requiring a deeper and complex frame of knowledge.

We are aware in today's time societies are continuously under transformations. Companies have the duty to claim responsibility into however they influence society, through how their business is done. Markets have grown exponentially to international levels due to globalization, so multiculturalism is a reality in everyday business, it's almost mandatory to learn how to deal with difference, how to deal with others.

These companies need to be attentive and to weigh their foreign and national presence and to do that, they require interculturality as central tool to make their business flow successfully how they need to (Cerqueira et al, 2021).

Multiculturalism thus assumes the importance of the fluent communication between all agents involved in the day-to-day corporate life, where one of the crucial aspects inserted in this communication is critical thinking, because there are several points of view and all opinions must be respected in order to have a good working environment.

To put something into practice you need to take initiatives, and therefore social responsibility cannot be limited to words, to something written on paper just to pretend. Measures taken within the framework of social responsibility need to be evaluated, disseminated, and finally put into practice. Inclusivity measures should be adopted, to report harassment, discrimination and prejudice, to help and strengthen the integration of new team members, with openness to all kinds of people - whatever their beliefs, sexual orientation, economic situation, or appearance are, so as not to segregate anyone.

This way, the corporate world sends a strong message to society where it seeks to foster values of inclusion and respect for difference (Anand, 2019).

1.3.1 Benefits of diversity in the workplace

Globalization in the modern days requires more interaction among people from diverse cultures, beliefs, and backgrounds than ever before. They are now part of a worldwide economy with competition coming from everywhere in the world. For this reason, companies need diversity to become more creative and open to change, as so maximizing and capitalizing on workplace diversity has become an important issue for management. Supervisors and managers need to recognize the ways in which the workplace is changing and diversifying. Since managing diversity remains a significant organizational challenge, managers should learn the managerial skills needed in a multicultural work environment. They must be prepared to teach themselves and others within their companies to value multicultural differences in both employees and customers so that everyone is treated with dignity. Diversity is proven to be essential in business nowadays, as “in an era when flexibility and creativity are keys to competitiveness, diversity is critical for an organization's success” (Farnsworth et al, 2019, p.2).

A diverse workforce reflects a changing world and marketplace. Diverse work teams bring high value to companies. Respecting individual differences will benefit the workplace by increasing work productivity. Diversity management benefits employees by creating a fair and safe environment where everyone has access to opportunities and challenges. Management tools in a diverse workforce should be used to educate everyone about diversity and its issues. Most workplaces are made up of diverse cultures, so companies need to learn how to adapt to be successful.

There are many benefits to be gained from diversity in the workplace, which on the other hand is not without its risks and obstacles in the process (Farnsworth et al, 2019).

First of all, diversity opens the door to new perspectives. When a company hires employees from diverse backgrounds, nationalities and cultures, it's bringing a new range of perspectives to the workplace and this, consequently, leads to benefits like an improved problem solving and increased productivity. For example, a work project is more likely to succeed if its ideas are conceived by a team of people from different backgrounds and lifestyles, because there is a greater variety of ways of thinking, which is usually more effective in the work performed when compared to a team whose members all come from the same background.

Secondly, there's a broader talent option range. Young people nowadays are looking for a workplace where they can feel accepted, be challenged and grow overtime. A workplace that pursues diversity will attract a wider range of candidates who are looking for a progressive place to work, meaning these companies will have a more versatile and talented range of candidate choices than if they do not choose such a diverse approach.

Diversity also brings innovation. As previously stated, if a team is constituted by a homogeneous group of workers it's very likely that their methods of working are similar, and even when facing the day-to-day work obstacles their problem-solving skills are also alike. Similar thinking doesn't contribute to the making of creative solutions. Therefore, a more diverse team is expected to bring new perspectives and spark fresh ideas that in the end can innovate and make a real difference in the performed work (Lee, S. 2019).

Another benefit to consider, and no less important, is the increased tendency of employees to overcome culture shock as the business expands in other countries and grows at international level. This results from cultural diversity of the employees since many modern companies and organizations have global expansion as a crucial objective for their future.

Naturally with expansion into other countries comes a range of obstacles, like for example, gathering information about local customs and laws in the foreign country, assessing risk, and designing strategies to overcome those risks. When an organization has a culturally diverse workforce, it can use the information and knowledge of its employees to achieve these objectives and overcome those same obstacles. For instance, let's say a Brazilian company is trying to expand its business in Europe, and chooses Germany as the country to open a new branch, given the cultural differences and legislations between Brazil and Germany, it's almost mandatory for the company to draw information about the German laws that apply to the business, insurances required or applicable tax regulations, but above all- to be aware and study the German business etiquette- because without that it's almost certain things won't work out for the company in the host country (Martin, 2014).

So when the means exist to create a work environment where employees see a representation of a variety of cultures and ways of thinking, they're more likely to feel comfortable being themselves, as a result there's a happier and more productive team. On the contrary, if employees don't feel like they can be themselves at work, they're more likely to fear rejection and not produce their best.

Managing diversity doesn't magically happen in a short time. It mainly depends on the managers abilities to understand what is best for the organizations based on teamwork and the dynamics of the workplace. According to Roosevelt (2001), managing diversity is a comprehensive process for creating a work environment that includes everyone. Since it's an ongoing and time-consuming process organizations need to implement and develop ongoing training until the objectives are reached.

1.3.2- Challenges of diversity in the workplace

Diversity in the workplace is undoubtedly important for the present and future of companies, but there are always recurring challenges that need to be tackled on a daily basis. Some of the negative effects can include miscommunication, creation of language barriers, and dysfunctional adaptation behaviors.

The direct communication among coworkers from different cultures can sometimes be challenging, but also something that must be overcome as soon as possible, as it is crucial to have fluent and regular communication between employees within a company. People

who do not speak the language used in the workplace fluently may have difficulty following the dialogues in meetings, or even fail to understand some cultural expressions used in informal conversations. Even people who suffer from a hearing disability are good examples of people who need extra support in order to overcome the communication barriers in the workplace. On this example, while on a meeting, the leader(s) should remind attendees to speak clearly and slowly, and each attendee should feel comfortable asking for clarification if needed. Another solid example is the generational gap that often creates a distance between older and younger people in terms of their ways of speaking and expressing their ideas (Rahman, 2019).

Cultural differences are a regular occurrence that many times hinders the working environment, as culturally diverse workers have different opinions, thoughts, beliefs, norms, customs, values, trends and traditions. Simple gestures such as yawning, giving a thumbs up or patting someone on the back can be offensive in some cultures, that's why one should always be aware of what to do in those situations. Some cultural frictions can vary from very serious to minor, but whatever the cause, the interpersonal conflicts normally result in lost productivity and development of negative emotions among employees, which can be detrimental to the workplace. Within an inclusive environment everyone should feel confident that their team members respect their differences, they are more likely to give others the benefit of the doubt when something like that happens. It is necessary to make an effort to teach and help each team member do their part to create a more inclusive workplace, while expanding their own knowledge and understanding of other cultures (Martin, 2014).

While diversity members bring in fresh and different ideas to work and also help bringing innovation, by contrast it leads to a slower decision making towards the company objectives. For example, when a team member brings a new idea during a meeting or even while doing a brainstorming with the team, that idea may bring an important point to be explored. This allows the team to have more time to consider different ideas, to debate them and to reach final conclusions. However, it's wise to have a final decision maker who can take all ideas into consideration and decide how to ultimately move forward. By doing that, it's vital for those decision makers to acknowledge and recognize contributors to ensure other team members feel valued for their ideas (Dewar, 2022).

The impacts of cultural diversity in the workplace can obviously be both favorable and unfavorable. The challenges include mainly cultural conflicts that consequently lead to lost productivity and difficulty to achieve harmony within employees. The benefits

can range from a strong intercultural respect created by a variety of cultural experiences to a more innovative workplace and a broader talent option range to create stronger and more competent teams. For the most part, the effects of cultural diversity in the workplace depend upon how well they are being managed by the organizational leaders. A good leader tends to create an organizational culture which is positive, constructive, caring and cooperative. These elements are necessary for a multicultural team to build strong relationship between members. With team spirit, they also motivate and inspire each other to meet personal and group objectives (Rahman, 2019).

Chapter 2- Fujitsu

2.1- History

Fujitsu Limited is a Japanese multinational information technology equipment and services company whose headquarters are located in Tokyo, Japan.

Fujitsu was established in 1935 when it broke away from *Fuji Electric Company*, a joint venture started in 1923 by the *Furukawa Electric Company Limited* and Germany's *Siemens* to develop electrical equipment.

Many people think the company is named after Mount Fuji in Japan, but there is a wider story behind the name. Fujitsu is an acronym of three *kanji* (Chinese-derived Japanese) characters: “-fu” comes from the first two letters of *Furukawa*; “-ji” comes from the first two letters of Siemens, pronounced *Jiimensu* in Japanese; “-tsu” comes from the first three letters of *Tsuchinki*, meaning “telecommunications equipment” in Japanese. (Fujitsu Global, 2020)

It is one of the world's most important ICT (Information and Communications Technology) services provider. Fujitsu chiefly makes computing products, but the company and its subsidiaries also offer a diversity of products and services in the areas of personal computing, telecommunications and advanced microelectronics.

“Since it was founded back in 1935, Fujitsu has been innovating ICT the world over. A long line of landmark achievements and product milestones have made Fujitsu what it is today- a leading company in the ICT industry” (Fujitsu Global 2020, n.d.).

The company turned to computer development in the 1950's under the direction of Toshio Ikeda. While other Japanese companies sought licensing agreements with American computer companies, Fujitsu remained loyal to Siemens and resumed their technical cooperation in 1952. However, Siemens was behind in computer technology, which compelled Fujitsu to begin its own research and development. In 1954 Fujitsu unveiled FACOM (Fujitsu Automatic Computer) 100, the first Japanese commercial computer.

In 1967 they established its first overseas office in New York City and became *Fujitsu Limited*. They then began to seek potential partnerships in order to acquire American technology and to enter the U.S. computer market. Through Toshio Ikeda's connection with Gene Amdahl, a computer designer who had left IBM to start his own company,

Fujitsu found its opportunity. When Amdahl Corporation began to experience financial difficulties, Fujitsu stepped in with needed capital. This investment not only paved the way for Fujitsu to begin selling its components in the United States under an American brand, but it also made Fujitsu privy to Amdahl's technology, which it used to produce its own IBM-compatible mainframe computers. Fujitsu soon overtook IBM Japan as the leading manufacturer of computers in Japan.

The same way, through partnerships and company acquisitions, Fujitsu penetrated the European market by selling its machines under the names of Siemens and Britain's *International Computers Limited* (ICL). In the late 1990's these deals led to the formation of *Fujitsu-Siemens Computers* and *Fujitsu ICL Computers*. Fujitsu finally established a direct presence in Silicon Valley in 1996 when it formed the *Fujitsu PC Corporation* in Santa Clara- California, in order to offer mobile computing and communications technologies to the American consumer (Treacy, n.d.).

They count with approximately 130,000 employees supporting customers in 180 countries around the world, providing support in over 40 languages. The company's motto is to "Make the world more sustainable by building trust in society through innovation". This motto demonstrates Fujitsu's commitment on making an effort to align their value creation within the company's business to its role in the community they're in- hence their seriousness on CSR matters.

2.2- Fujitsu Way

The Fujitsu Group established the Fujitsu Way in 2002 as a principle for the behavior of all its people. In response to changes in society and the business environment, the company revised the philosophy in 2008 to further instill awareness in its people working around the world.

Since we are experiencing an era that is fast changing and uncertain, the world has become more inter-connected with an increasing complexity. Several threats to global sustainability have become evident, thus it's Fujitsu's responsibility to use technology to deliver value for customers and contribute proactively to the transformation of society. Accordingly, the company set out its Purpose and eventually motto to "make the world more sustainable by building trust in society through innovation" and renewed the Fujitsu Way for every person in the Group to act with that Purpose.

Fujitsu Way comprises the following three core elements: “Our Purpose”- why Fujitsu exists in society; “Our Values”- the important sense of value each person should have; “Code of conduct”- What Fujitsu people should comply with.

“Our Purpose” is the core element of Fujitsu Way and it aims to show why all Fujitsu people in the world work together every day. Its purpose statement is a brief narrative that sets out the company’s purpose and its background context, as well as what value it creates for its customers and society, how it changes and how it develops to achieve it.

Since we are experiencing an uncertain era, Fujitsu feels the need to contribute proactively to the transformation of society, considering they’re a global company with a long history of delivering technology-based value to customers. The work carried out in the company is based on human contact and the company cares about this, as it fosters creativity, communication, fairness, diversity and inclusion within its teams, and no one is left behind, meaning that importance is given to any individual problem of any member of the company. Working to create solutions that make a positive impact to the environment, society and the economy are crucial objectives as also to continue building the technology and capabilities needed by society in an environment where everyone is free to maximize their potential.

In order to realize its purpose, Fujitsu’s values boil down to an action cycle consisting of “Aspiration”, “Trust” and “Empathy”.

Within “Aspiration”, Fujitsu aims to 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.

Within “Trust”, Fujitsu aims to 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.

Within “Empathy”, Fujitsu aims to strive for customer’s 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 the company’s people, customers, partners, community and shareholders.

As a member of society Fujitsu must comply with its code of conduct: to respect human rights; to comply with all laws and regulations; To act with fairness in the business dealings; To protect and respect intellectual property; To maintain confidentiality; To not use one’s position in the company for personal gain (Fujitsu Way : Fujitsu Global, 2020).

2.3- Lean Methodology

Simply put, lean methodology is a way of thinking about creating needed value with fewer resources and less waste. It is a business methodology based on the history of Japanese manufacturing techniques which have been applied worldwide in many types of industries. It is a mindset that aims to handle work in a lean and agile way- which puts focus on providing high levels of customer value by continuously improving business processes.

Toyota is nowadays the prime lean exemplar in the world and is ready to become the largest automaker in the world in terms of overall sales. Its dominant success in everything from rising sales and market shares in every global market, not to mention a clear lead in hybrid technology, stands as the strongest proof of the power of lean enterprise. It all started precisely within the Toyota Production System, that this business methodology would be implemented and developed during the 1950's, 1960's and 1970's. The great innovation was they were able to minimize their costs, ensure efficiency in their processes, and sell their products at a competitive price. Eventually Toyota expanded exponentially to international markets, and when they entered the U.S. market they were able to sell their cars at a much lower price than U.S. manufacturers.

Toyota was able to find a way to speed up the manufacturing process without sacrificing quality. Lean thinking allowed them to identify wasteful activities in their process and address them. All these were made possible because they came together as an organization with a new set of beliefs and attitudes towards work , one that puts focus on providing value to the customer (Hines, et al. 2004).

This methodology not only changes the management approach, but also promotes the optimization of technologies, resources and services to make processes flow more easily. Its usage requires less team effort, less space to perform the work, less capital, and reduced time both in the production of the goods and the provision of services, consequently, it leads to reduced costs and can thus be differentiated from traditional work methodologies. According to Millard (2022), “a company characterized by lean practice is highly adaptive to its ever-changing environment when compared to its peers, because of the systematic and continuous learning generated by lean thinking and practice.”

This methodology combines exclusively people, process and technology perspectives. By using it in a structured way it creates a better customer experience. The process is reviewed together with employees and unnecessary work is eliminated. Clearly defined tasks and roles will assure that high priority changes will be implemented. All things considered, it allows a faster delivery with smaller efforts and lower costs by keeping high standards in the service provided. In this sense, Fujitsu's lean methodology supports the company to develop its operations through a customer-centric approach. This increases the transparency to the value chain and enables to focus on the value-adding, which creates base for the optimized processes (Improve business processes with Lean approach, n.d.).

The thought process of lean was thoroughly described in the book "The Machine That Changed the World" (1990) by James P. Womack, Daniel Roos, and Daniel T. Jones. In a subsequent volume, "Lean Thinking" (1996), James P. Womack and Daniel T. Jones refined its principles down to five³:

- 1- Identify Value- to specify value from the standpoint of the end customer by product family;
- 2- Map the Value Stream- to identify all the steps in the value stream for each product family, eliminating whenever possible those steps that do not create value;
- 3- Create Flow- to make the value-creating steps occur in tight sequence so the product will flow smoothly towards the customer;
- 4- Establish Pull- as flow is introduced, to let customers pull value from the next upstream activity;
- 5- Seek Perfection- when value is specified, value streams are identified, wasted steps are removed, and flow and pull are introduced, so it's necessary to repeat this process and continue it until a state of perfection is reached in which perfect value is created with no waste (A Brief History of Lean - Lean Enterprise Institute, 2021).

³ Adapted from Womack and Jones 1996, p. 10

Some critics of the lean methodology have accurately highlighted a number of flaws in lean methodology as it has evolved through time, though these flaws changed as lean developed. This progression has been prompted by the flaws that became evident as organizations progressed on their learning curve and by the expansion of the lean thinking into new industries. This criticism's main features include a lack of contingency and ability to deal with change, the lack of consideration of human rights and the narrow operational focus on the shop floor.⁴

For many companies the major focus of lean implementation is still the shop floor and their search for competitive advantage has yet to rely on the more recent lean approaches. The car industry in this case, which is “the mother of lean thinking” is still largely in this shop-floor dimension.

One other reason for criticism is that it can be considered as exploitative towards its shop floor workers. Long working hours and sometimes poor working conditions are two of the main examples that one might think about. Regardless of the industry sector, factors like motivation, wellbeing, and mutual respect are crucial for the long-term sustainability of any type of work.

It is also criticized for not knowing how to deal with change from time to time, and as the future tends to be always unpredictable in the business world, adapting to change and anticipating risks becomes a key aspect within any work methodology (Hines, et al. 2004).

Lean as a concept has undergone a significant evolution and expansion beyond its origins in the automobile industry. Many critics were rightfully attacking lean at their respective time, yet often neglected the fact that it has, and continues to develop.

As lean thinking continues to spread to many countries in the world, leaders are also adapting the tools and principles beyond manufacturing, to logistics and distribution, services, retail, healthcare, construction, maintenance and even government. Indeed, lean consciousness and methods are only beginning to take root among senior managers and leaders in all sectors today (Lean Thinking and Practice, n.d.).

⁴ According to Collins Dictionary, shop floor is an expression that “refers to all the ordinary workers in a factory or the area where they work, especially in contrast to the people who are in charge”.

2.4- CSR in Fujitsu

CSR is increasingly becoming more and more preponderant in our society, and as previously mentioned, corporations have a greater responsibility to implement sustainable and socially responsible practices on their daily activities, no matter what their line of work/business is, in order to contribute to building a better and more sustainable future for both themselves and for society.

In particular, Fujitsu's case has been of global prominence⁵. A multinational company with its dimension and status inevitably feels an added pressure to be an example, especially for being a leading ICT company. As we currently live in the digital age where the information we send and receive flows so quickly on a simple “click”, Fujitsu has the duty to be one of the great examples to be followed in this technological era we're in, and furthermore they have always been seen by society as a trustworthy and responsible company through its delivery of products and services.

We all face today major changes and the future is difficult to predict, therefore it's important that Fujitsu, as a member of the community, to conduct business activities under the leadership of a strong management that are aimed at resolving environmental, societal and economic problems and that will produce beneficial impacts for society.

In April 2020, Fujitsu established a new Sustainability Management Committee that has been driven a sustainability focused management approach. Specific initiatives aligned with its values and purpose (set out in the Fujitsu Way) and focusing the efforts in the non-financial areas; these include respect for human rights, acceptance of diversity, human resource development, maintenance of the global environment and contributing to the development of regional communities. The main goal is to achieve sustainable, long-term improvement in the value of the Fujitsu Group through corporate activities (Fujitsu Group, Sustainability Data Book 2020).

⁵ According to Fujitsu's official website, they're one of *FORTUNE*'s most admirable companies and also recognized as one of the world's leading Socially Responsible Companies by *Dow Jones*. Source: <https://www.fujitsu.com/global/about/csr/evaluation/>

2.4.1- Global Responsible Business

Given the need to improve CSR management, fulfilling it from a global perspective has become an increasingly important issue for the company. It's through Fujitsu Way that Fujitsu promotes its sustainability initiatives, and since there has been implemented an analysis of the impact of different issues, they have created a framework called GRB (Global Responsible Business) to help them manage those issues. This framework is focused on seven different pillars⁶:

- . Human Rights, Diversity & Inclusion- In both the real-world and digital societies, consideration for "human dignity" is reflected in all Fujitsu's corporate activities and they constantly work to "create human-centric value";
- . Wellbeing- Provide opportunities for employees to grow as individuals and fully develop their capabilities;
- . Environment- Work to achieve zero emissions from Fujitsu operations by fiscal year 2050, and contribute to climate change adaptation and a decarbonized society;
- . Compliance- Maintain a high level of awareness of corporate ethics and act fairly in all business activities;
- . Supply Chain- Accomplish responsible procurement in the supply chain;
- . Occupational Health and Safety- Provide safe and healthy working environments;
- . Community- Engage in activities that contribute to society and build prosperous, optimistic communities.

⁶ Data collected from:
https://www.responsibilityreports.com/HostedData/ResponsibilityReportArchive/f/OTC_FJTSF_2020.pdf, page 4-1-2

2.4.2- SDG's and GRiP

The 17 Sustainable Development Goals (SDG's), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030.

With the commitment of working not to let anyone behind, it is reinforced that these 17 SDG's "are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental" (UN, 2015, preamble).

It's up to the governments to guarantee, through law, that companies and organizations respect the changes that must be undertaken to reduce, for example, the global warming that affects our planet, and that people change their habits like reducing waste and avoiding goods produced from non-renewable materials.

This challenging agenda was designed not just with environmental concerns in mind, but also to end poverty; hunger; gender discrimination; reduce inequalities; provide health care; better education; decent work conditions; social protection and more job opportunities in general. These purposes will be achievable if each and every citizen actively participates in the exercise of their citizenship for the guarantee of human rights and for the common good of the world's population.

As we live in a capitalist society, and the world economy have been modeled this way, it's still quite utopic to imagine the world where everyone lives under the same favorable living conditions, since the capitalist model does not provide the necessary answers for the countless challenges the world faces.

Instead, capitalism is increasingly using the finite resources available in the planet and extending the social and economic gaps between countries and the social strata in them. It is therefore urgent to implement the necessary actions to attain the SDG's, but this will only be achieved if governments make a real change the way how they have been ruling their countries (Lamas, L. B. & Lamas, M. , 2022).

The Global Delivery Responsible Business Program – known as "GRiP", is a team of Fujitsu employees who volunteer to work on the GRB framework on Responsible Business, where they intend to make a real impact to provide the best environment to their people and to society, hence it's a way of "giving back" from Fujitsu to all the trust received.

Sarah-Jane Littleford (2022), head of the Responsible Business in Fujitsu, explains why this program was created:

“ Like many other large global corporations, Fujitsu sees the SDG’s as an essential tool to ensure human activity remains in balance with the resources available to us and that everyone has access to their core rights and physical needs. We accept that statements of the agreement are not enough, however. Action is needed.”

For that reason Fujitsu announced the rollout of its SDG Communities project, now available to more than 30 000 employees worldwide. Employees form communities, share knowledge and ideas focusing on the United Nation’s SDG’s and bring a sense of responsible business into what they do every day. They pick one or more SDG they are enthusiastic about, join a virtual global community and start collaborating with colleagues worldwide to contribute to a common cause.

This initiative stresses just how committed Fujitsu is to deliver on the purpose of making the world more sustainable, working with and through employees to achieve that, whether they’re working on Human Resources, service desk departments or as engineers at Fujitsu. The SDG Communities are based on the Fujitsu purpose “Make the world more sustainable by building trust in society through innovation” and it aims to make it more visible and real for everyone, to demonstrate that people can make a positive difference in the world.

The SDG Communities are basically global virtual communities centered around the specific topics of each SDG. When an employee joins one of Fujitsu’s SDG Communities they’re entering a ready-made community of people across the world who share similar passions, ideals, and objectives.

They also share their knowledge and they learn from each other. They come together in diverse communities to innovate and come up with new potential ideas to implement. Employees can join one Community on Yammer- a commonly used enterprise social networking service, where all Fujitsu people can read and post new things everyday- or they can join more than one. It’s a very much self-led initiative so it actually depends on each employee's preferences.

Each SDG Community has enablers: leaders who act as facilitators and manage the content and activities shared by each SDG. Before they become enablers they go through a specific talent management training, which provides them learning on virtual team management, communications, and project management. That way, they work on building up talent related to the topic they are passionate about and develop talent within the company, which also means they're going to be a more valuable asset in the future, and later on this proves to be a good investment by Fujitsu (Littleford, 2021).

CHAPTER 3- INTERNSHIP AT FUJITSU

Chapter 3- Internship at Fujitsu

3.1. Internship starting point

My internship officially started on February 8th of 2022 and ended on July 22nd, having completed 505 hours in total.

When starting a new challenge like this one I believe adaptation is always the most difficult part of the process. In my case I can say with some enthusiasm that it was not as difficult as I had expected in the beginning, since even before my internship really started I was very well welcomed by my supervisors at Fujitsu- Tiago Patrício, Glória Ryan and Branislav Stankovic.

First of all I was able to meet Tiago and Glória on a first meeting via Teams, where we were able to introduce ourselves for the first time, discuss a little about my internship goals, tasks I would be doing, what I would be learning, my rights and duties as a Fujitsu intern, and we were also able to talk informally about our interests and hobbies, which resulted in a very welcoming introduction for me.

As I had been told in the first meeting, I knew that on the first day of internship I was supposed to go to the Fujitsu office in Braga to “get to know the place”. I arrived there around 10am and the first thing I was given at the reception desk was my Fujitsu employee card, which allows me to enter in the office and prevents anyone outside the company to enter the premises without the proper permission.

A girl from HR was the first person responsible for showing me around the office, she also offered me a small set of welcoming gifts: a notebook, earphones and a lanyard to hold the employee card. Next, I was welcomed by the Senior Manager of Fujitsu in Braga, Marcos Marques, who since the very beginning showed a great level of attentiveness and solidarity towards me, because it is of noteworthy that a person of his position in the company takes his time to come and welcome me on the first day, something that is certainly not common in any company.

Then I received the usual equipment that Fujitsu employees get from the first day they start working there: personal laptop; a charger and an adapter; a monitor; a keyboard; a mouse; headphones; a wifi hotspot; a Kensington laptop lock. I was given my Fujitsu employee credentials and used them to login the laptop for the first time.

After that I signed a Non-Disclosure Agreement (NDA), which is mandatory for everyone. At the end Marcos showed me the several rooms around the building: the Service Desk area; coffee rooms; kitchen; medical room; balcony. At the time there were very few people at the office since the vast majority of the employees were on teleworking regime- due to the Covid-19 pandemic situation- except those who requested permission to work at the office, justifying for example a poor wifi signal at home or construction works whose noise would disturb teleworking. We then talked a little about Fujitsu in Portugal and more specifically the facilities in Braga.

The very next day (February 9th) I met Branislav for the first time on the first meeting we had together, whom everyone in the company calls "Bane". He was appointed by Glória and Tiago to be my closest supervisor at Fujitsu, the one with whom I would work more directly and report every day. He was born in Serbia and has been working at Fujitsu since 2019. From that day on, Bane and I were able to create a cordial and effective working relationship. He doesn't speak fluent Portuguese, so we used English to understand each other. This was something that I was already expecting since the main components that led me choosing to do this internship were foreign languages and interculturality, which is the essence of the master's degree that I am currently attending. I was also told at this meeting, via Teams, that for the time being the internship would be on teleworking regime, as this was defined for all Fujitsu employees and I would also work from Monday to Friday for five hours- from 9am to 14pm (with exceptions when necessary).

It was also on this meeting that Bane offered me a broader approach to the concept of Social Responsibility, since the tasks I would perform from then on would be based on the CSR area of the company. We talked about the main goals of Fujitsu, its main pillars and the Fujitsu Way. At the end, Bane invited me to attend my first webinar, presented by "Pais em Rede", an association that supports people with disabilities.

3.2. Tasks

The tasks I performed during this internship, as I mentioned before, are all related to the company's CSR program. Being able to have had practical experience on this area allowed me, among many other things, to have a broader view of how the company works than I would, if I were let's say, working in the Service Desk area, where I would be mostly dealing with customers through telephone calls. This different perspective also allowed me to conclude that social responsibility is an area under constant development, where there is still much to be discovered and at the same time it is not given the same relevance that is given to other areas.

While working directly with the GRiP team, I was able to interact daily with Fujitsu employees that voluntarily dedicate themselves to perform activities inserted in the already mentioned seven pillars: Human Rights, Diversity & Inclusion; Wellbeing; Environment; Compliance; Supply Chain; Occupational Health and Safety; Community. Almost every week I attended webinars and workshops related to these pillars, most were presented and conducted by the respective enablers of each pillar, but in other cases it was speakers from outside the company who were invited to deliver them.

Besides the main purpose of these initiatives being to help me acquire more interest and knowledge on several topics, I was also given the task of doing the participants' list in these webinars and dividing Fujitsu employees who belonged to the Portugal GDC (Global Delivery Center) from those who did not, in order to contribute to the statistical data that the GRiP team presents in its monthly report on CSR activities in the GRiP monthly business review. On some webinars and workshops I was also assigned to take print screens and write a few sentences about what I was watching and listening, along with making the participants' list, all this to contribute to that monthly report.

Some other task that was given to me was to complete courses provided by Fujitsu to its employees, numerous courses on all kinds of subjects related to the company's work, from basic tutorials introducing Fujitsu and its strategies, to more specific courses on Microsoft Excel, Microsoft Word, Business Management and Consulting, Service Desk, HR, Data Analytics, etc... At the end of each course a certificate of attendance was provided.

Both the webinars, workshops and the learning courses were what mostly constituted the tasks of my internship, but I undertook many more different ones of which I will specify in the next subchapter: The Logbook.

3.2.1. The Logbook

Keeping a logbook throughout my internship was something I had already considered in advance. I knew that it was a good method to write down the tasks and other activities performed so as to have a more complete internship report and not forget anything that occurred throughout these months.

My Fujitsu supervisors proposed me to also make a logbook of the same kind that I had planned to do, but this one would be in Excel format and I would have to update it between each biweekly meeting that I had with them, so that they could keep track of the activities that I had done.

As I mentioned, both the webinars, workshops and learning courses made up the majority of my internship, and thanks to the Logbook I was able to write down the names of all the ones I attended and participated in.

As far as webinars and workshops are concerned, I attended 34 in total, which are listed below:

- 1- “People empowering people”- *Associação Pais em Rede* (9th of February)
- 2- Fujitsu Book club (10th of February)
- 3- Fujitsu Futures Workshops (14th of February)
- 4- Cutting through the clutter for better productivity (16th of February)
- 5- The different faces of sustainability- *o granel da Sofia parte 2* (18th of February)
- 6- The problem with Agile is... (18th of February)
- 7- Accepting never hurts: International mother language day (21st of February)
- 8- COP2022 (22nd of February)
- 9- Portugal GDC (25th of February)
- 10- International Women’s Day (8th of March)
- 11- Privacy and Deployment of AI Systems (14th of March)
- 12- Formal, non-formal and quality education (16th of March)
- 13- My Data Member orientation (24th of March)
- 14- Earth hour every hour (29th of March)

- 15- Nature and sustainability in Fujitsu India (30th of March)
- 16- What is Mindfulness? (7th of April)
- 17- Coping during uncertain times (8th of April)
- 18- World day for safety and health at work (11th of April)
- 19- Habits to financial wellness (12th of April)
- 20- How to use mindfulness to train your brain to be focused (21st of April)
- 21- World day for health and safety- campaign (28th of April)
- 22- How to use mindfulness to train your brain to be connected (28th of April)
- 23- Eco-tourism- how to enjoy nature while taking care of it (4th of May)
- 24- Becoming mentally fit (12th of May)
- 25- Principles of healthy sleeping (24th of May)
- 26- Where do greenhouse gas emissions come from? (26th of May)
- 27- Making the difference through education- session 3 (27th of May)
- 28- Stigma and discrimination: HIV in the workplace (31st of May)
- 29- World Ocean's Day 2022- Illegal Fishing (8th of June)
- 30- Banishing Burnout (5th of July)
- 31- Connecting the dots: From CO2 to forcibly displaced people (7th of July)
- 32- Principles of Healthy Sleeping Session (13th of July)
- 33- Self-care tips for managers (15th of July)
- 34- 1000 questions for 1000 kilos of food (22nd of July)

As far as learning courses are concerned, I also completed 33 in total, which are listed below:

- 1- Environmental Induction- Good Practices- 2021 (14th of February)
- 2- Fujitsu Technology and Service Vision 2021 (14th of February)
- 3- Fujitsu Way (15th of February)
- 4- Global Information Security Awareness Program FY 2021 (15th of February)
- 5- Fujitsu Compliance Awareness eLearning 2021/2022 (15th of February)
- 6- GD Phishing Social Engineering Awareness Training (16th of February)
- 7- Business and Human Rights FY 2021 (16th of February)
- 8- Understanding Cultural Context (17th of February)
- 9- General Safety Awareness 2021 (17th of February)
- 10- Cultural Context of Japan (17th of February)

- 11- Connect Conversations for Employees- GDC (20th of February)
- 12- Employees Mid-Year Review Guides (20th of February)
- 13- How to Acknowledge The Document (20th of February)
- 14- How to Complete Self-Input (20th of February)
- 15- How to Request Feedback as An Employee (20th of February)
- 16- GDC Agile Academy Foundation- Agile & Me (Ep.1) (21st of February)
- 17- GDC Agile Academy Foundation- Agile & Me (Ep.2) (22nd of February)
- 18- GDC Agile Academy Foundation- Agile & Me (Ep.3) (23rd of February)
- 19- Fujitsu Brand Training (24th of February)
- 20- SCRUM: SCRUM Roles (24th of February)
- 21- Fujitsu Role Framework (FRF)- eLearning for all employees and managers (25th of February)
- 22- Avoid Procrastination by Getting Organized Instead (7th of March)
- 23- Fujitsu Human Centric Design Thinking eLearning (8th of March)
- 24- The problem with Agile is...- Agile Discussion Panel (1st of April)
- 25- Agile: Agile Principles and Methodologies (6th of April)
- 26- Excel Microsoft 365 (2021) Getting started in Excel 365 (7th of April)
- 27- Agile: Agile Hybrid Approaches (20th of April)
- 28- General Safety Awareness 2022 (21st of April)
- 29- The basics of Marketing (18th of May)
- 30- Defining and Identifying Project Risk (2021 update) (8th of July)
- 31- Creating a Project Schedule and Budget (8th of July)
- 32- Defining a Project Scope and Team (12th of July)
- 33- Agile: Developing a Basic Understanding of Agile (12th of July)

For my better adaptation, from the beginning Bane introduced me to the reality of the company, its different areas of work and the general way of working within an entity like Fujitsu- the work ethic, code of conduct, when to be informal and when not, meeting deadlines, etc... There are so many ideas to retain about this reality that he himself told me that he continues to make mistakes every day and consequently learns from these mistakes to improve.

In this sense, and because my internship lies in the CSR area, I was asked to give ideas for future webinars on any topic I would suggest and could be found appropriate, to which I gave ideas such as: a webinar on Entrepreneurship- How to start your own business; Public speaking skills; Health and Nutrition; Photography basic techniques; Travelling. These ideas were well received and registered, so that in the future the GRiP team may eventually get a guest speaker to talk about some of these interesting topics.

One of the most time-consuming tasks, but at the same time exciting for me, was the creation of a general culture quiz, where I had to search on the web for “trivial pursuit kind of questions” and make a PowerPoint presentation with 1000 questions (one question per slide) in order to create a webinar where for each attendees correct answer 1kg of rice was raised, and then the alimentary goods be donated to the Portuguese Banco Alimentar. This webinar/workshop was a GRiP team initiative and it was named “1000 questions for 1000kg of food” and it was held on the 22nd of July, from 9:30am to 16pm. It targeted Fujitsu managers and they could join in this event whenever they had free time during that day, so for 6 and a half hours managers would come and go, always trying to answer the questions and bringing good energy, all this to a noble cause.

Due to the unfortunate incidents resulting from the war in Ukraine I was also asked to search for associations that were helping Ukrainian refugees, particularly by sending food and supplies on the trucks that were leaving from Portugal. Fujitsu made a collection of food and supplies to send to Ukraine and also collected electronic equipment to donate to Ukrainian children who were already in Portugal to be used as school materials.

I also made a short PowerPoint presentation on the topic "The value CSR brings to a company", another one where I researched about companies similar to Fujitsu and what their actual CSR activities are, so that I could provide an idea of what is being done in the competition. I wrote a short text on the subject "methodologies/strategies to motivate employees to do volunteering". I did a SWOT analysis about my internship, where I exposed its strengths, weaknesses, opportunities and threats. All the other tasks that I did on a daily basis were based on small assistance in whatever was needed, from helping with the lists of participants for the webinars, researching on several topics, getting to know the company better, looking for ideas of topics to hold webinars, etc...

I should also mention that the only internship day that was not on teleworking regime (except for the first one) was on the 2nd of April, where I was invited to attend a social event organized for Glória and Tiago’s team that took place in Coimbra. A team whose members belong to both Fujitsu Lisbon and Braga got together halfway, Coimbra (this

was the chosen location so that neither members of the team had to travel too much to be together, so they decided to meet halfway the country).

It was a very nice social gathering with the purpose to bring together a team that hadn't seen each other face to face since 2019 due to the teleworking regime. A picnic was held in Parque Nacional do Choupal and everyone had the opportunity to meet again and enjoy a nice day of socializing among colleagues. Not only did I feel very welcome, but also as if I were one of Fujitsu's employees, even though at the time I had only been an intern for 3 months.

Towards the end of my internship, I had the important task of making a business case. At first I wasn't sure how would I build it, but my supervisors explained to me what the point of doing it was- to get a return- that is, whatever the business case is, there has to be a result from it afterwards, if it doesn't amount to nothing later on then it fails its purpose. At first the idea was that I would perform a short webinar (about 30 minutes maximum) where I would expose some content that was of my interest and that I had learned during my master's degree, something that could relate to my internship in the company, about interculturality and within social responsibility, such as diversity and inclusion, for example. As time went by faster than one is really aware, the original webinar idea had to be switched, as there wasn't that much time left to be able to announce the event in advance on Yammer nor for me to prepare the webinar in advance.

So, after several meetings with my supervisors we came to the conclusion that the best way to make my business case would be to make a video in which I exposed my personal experience as a Fujitsu intern up to that moment, what I felt and observed from the beginning. But not only that, my personal testimony would have to relate to the GLINT survey: a survey that Fujitsu's HR releases every fiscal year (FY) to its employees to find out what the level of engagement is within the company, what the strengths are and what needs improvement. So my business case was about me doing a video giving my personal testimony about the experience as an intern at Fujitsu and at the same time showing the example of the GLINT survey as an important tool to improve the working environment and conditions in the company.

The final purpose was to appeal for more employee participation in those future surveys, so that HR can have an even greater feedback and get a more complete picture of what can be improved.

3.3. Correlation between the Master's and the internship

Shifting my focus a little on this report, I will now focus more on the MA (master's degree) that I have attended during these past two years. To begin with, this MA is divided into two major fields: interculturality and business. Through these two, it offers a wide range of professional opportunities in several areas from marketing, tourism, international relations to translation, education, international trade, among several others, and therefore it is safe to say that it is a broad course and not a restricted one, something that is not limited to directing students to a specific area of knowledge.

Being a course entirely taught in English, it enables increased international employability and mobility, as students acquire practical intercultural skills to eventually establish themselves in a professional environment with people from different cultures. In contrast to other more subject-specific courses, this one makes it easier to adapt and integrate into a more diverse job market, from small local organizations to multinational companies where it can exist a more or less diverse working environment and where the main language used may not be the graduate's mother tongue.

More particularly regarding to the subjects that were part of my academic course in these two years, there were some that I consider to have been more important and others not so much for me, in some I really felt more challenged and in others not so much, but on balance I can be satisfied with the overall learning experience.

One of the subjects that I think is most remarkable to mention was Intercultural Economic Relations, simply because it was the one that most addressed the topic of business as the name of the course itself indicates. Therefore, it was a subject derived from the area of economics, which was something that made me and the vast majority of the class have to get out of our "comfort zone" a little, given that few students had previously taken economics classes since the majority of us came from the Human Sciences field of studies. Still, it is important to mention that the approach to the contents taught in this subject was well accomplished, the teacher made sure to explain the contents in a simple and step-by-step manner, so that everyone could easily follow the lessons whether those who had more or less previous knowledge of economics.

In this subject I was able to obtain some basic economic knowledge, such as how to calculate a country's GDP, to have a general idea of how the international market works, and how demand and supply dictate the growth or decrease in a country's economic assets. Regarding other subjects, such as English Culture and also Spanish Culture, I felt at ease because the contents covered were generally interesting to me and I have a special interest on Spanish culture, which made me even more motivated to learn. I acquired new insights into British, Spanish and also Latin American culture, and I think it is this kind of particularity that makes this master's degree different from most.

Mandarin was undoubtedly the subject that caused me the most difficulties. I found the language a bit complex and it was hard for me to follow the classes, but I still enjoyed the experience of learning a language that is unusual in our society and perhaps it might become a very predominant language in the future, within western societies.

Along with Intercultural Economic Relations, the other subject that stood out to me was Entrepreneurship for Culture, also due to the fact that it forced me to get out of my comfort zone, maybe even more than the first one. The final pitch was an evaluation "test" that forced us all to be original in order to sell our product/services, something that I personally had never done before and I think it was a good exercise of creativity and autonomy. Moreover, doing a pitch is something that all of us sooner or later need to do in life, whether in job interviews or in other normal everyday situations.

I was able to learn more about the concept of entrepreneurship, something that at first glance I thought I knew what it was all about, but actually became a much more complex concept than what I initially imagined. The group work also proved to be a good tool for the future, because in my opinion it was a task that offered me a small glimpse of what the real world of work is like, where even if our entrepreneurial idea has the potential to make a difference in society, many other factors are needed to implement that idea and for it to be successful such as working in a competent team, knowing our competition well, and above all, knowing what the market needs. Otherwise no matter how good an idea is it may only just stick to that, never reaching the aimed success.

Both Culture and Development and Intercultural Communication Technologies were subjects that provided varied content, required constant research and, like the other subjects, helped in the acquisition of skills for constant improvement in the elaboration of academic works.

Another one that I highlight and that played an important role on initially writing this report was Research Methodologies. I could better understand how a report of this type is structured, the format of APA style references, index, annexes and appendices, quotations, etc... something always important, even more so for those who decide to pursue the area of research when doing their PhD.

Aside from that specific component of the report, this subject also helped me to better understand what would be expected in this second semester, as well as what the best option would suit for each student- project, dissertation or internship- depending on the intentions of each student. Also of noteworthy is the fact that some students from previous years were invited to give a brief presentation of their experience in a class of ours, in order to help us understand what was awaiting us in the future, since these same students were exactly in our position only at an earlier stage. They gave us key advice for writing the reports, such as the importance of not leaving all the work until the end, being in contact with the supervisors regularly, and above all, they helped to ease the general anxiety we felt, advising us to do things calmly but with method.

Overall, It's safe to say this MA provided me with research and academic writing skills and also opened doors for several professional paths, something crucial when I initially chose to get into this course. No doubt that in the future, if I find myself in a multicultural working environment, I will be better prepared to deal with cultural differences that may arise and the skills acquired during this MA will help me in such situations.

3.3.1. What I put into practice from the master's

First of all, the language component was the main preponderant factor that correlates the master's degree and the internship. During these last months I have always spoken in English with Bane and that relates entirely to the master's because it was also taught in English in all its subjects, so for me it was not a strange experience when I began the internship.

Just as I was able to further develop my English language skills, I was also able to transition from a more academic speech to another of a business context, which in itself already shows many differences. One of the characteristics of the corporate world communication that I have become familiar with over time is the constant use of acronyms, such as:

- . B2B- Business to business
- . B2C- Business to customer
- . FYI- For your information
- . KPI- Key performance indicator
- . ROI- Return on investment
- . IAM- In a meeting
- . LMK- Let me know
- . TOS- Terms of service
- . EOD- End of day
- . EOW- End of week
- . NDA- Non-disclosure agreement
- . RFP- Request for proposal

These were the terms I wrote down, but I am aware of the even greater number of acronyms that currently exist and are used on a daily basis within a company, and surely many more will exist in the future. Personally it is not a type of writing that I enjoy, as I prefer writing with all the words, but working inside this reality I just have to adapt to it. One other characteristic is the general informality among employees. Normally an employee communicates with a superior in a more formal way (depending on the level of trust between them), but the common communication among employees is more informal, where everyone calls each other "tu" and not "você" (informal "you" vs formal "you" in

Portuguese). This not only allows for greater proximity, but in my case it also helped me to initially break the ice as a new member of the company.

Another major component of my internship is obviously interculturality, and if there is a particular characteristic in Fujitsu that they are proud to emphasize it's just that - being a multicultural and intercultural company. While being an intern in the area of CSR I was able to have a different perspective of the company, a richer and more global perspective, not only because Bane is Serbian but also because in almost all the webinars and workshops I attended only a minority of the audience was Portuguese. There were almost always a large number of Indian spectators, some Filipinos, Chinese and Japanese, Poles and even some Costa Ricans. There I could get a small sense of how multicultural and global Fujitsu really is, even if I was watching from behind the screen.

To become such a diverse company, it is necessary to instill working methods that are appealing to interculturality in all the company's sectors, that is, it is necessary to make all employees aware of being open to new situations, to a more diverse work environment. I could see this in the learning courses that Fujitsu offers which some are mandatory for all employees. I could therefore see that in general Fujitsu is a company whose environment is favorable for an intercultural team, and on my very first day of internship when I went to the office I could notice that there was another foreign new joiner who was also there for the first time. It is then not surprising that a company that has offices in 180 countries around the world and provides support in over 40 languages is proud to be a multicultural company, because in order to reach this level the rules of conduct for a good inclusive and diverse environment cannot just stay on paper, they must be put into practice and be well implemented.

The third component that I think is appropriate to be mentioned here is the business component. Although in this internship I was inserted in an area that does not fit much in the financial department of the company, I could still have some brief notions about it, including that CSR is not an area that has much financial investment, due to the fact that is also an area still under development and doesn't bring much financial return, but even so I think it will be an area with greater investment in the future, not only in Fujitsu but in many other companies and organizations.

By having crossed the bridge from university to the corporate world I have gained the notion that I will have a different perspective than what I was used to. Now I will be more in contact with the financial world in whatever department of the company I will find myself in, because in the corporate world a person may belong to a specific area but still works and contacts people from different departments. With this I mean that I will move from a Humanistic academic reality to one more related to economics, and although this reality is still a little new to me I must see it as a beneficial component for my personal and professional growth.

3.3.2. Greatest differences

The academia world and the corporate world have some similarities but they also have some differences between them, because if these did not exist universities would not be able to serve as a bridge between the academia and the real world of work, and then the graduates would feel even greater difficulties to adapt.

The first big difference I find is the level of demand between the two. Although at the University the demand is also evident, the truth is that in the real world of work the demand is on another level, because a job demands a great commitment and you receive a salary to do the work you are supposed to do, and if things don't go well there may not be a second chance and you are fired. At university there's always options to try again when you don't reach your goals. Although comparing these two realities sometimes seems a bit unfair, the truth is that they have two quite divergent levels of demand.

As far as performance evaluation is concerned, in the case of the university students are evaluated through a variety of methods (written and oral tests, individual and/or group works, class participation and attendance), whereas in the world of work performance evaluation is more global and rigorous. Here not only the knowledge acquired is evaluated, but also the ability to put it into practice, that is, our theoretical, technical, and also social skills.

Having a collaborative spirit, a sense of helping one another, and an ability to understand others is very important in the world of work. Especially since in a company where people of different nationalities converge, as Fujitsu is, we can learn a lot from everyone but it is also required of us to develop a great capacity for acceptance and collaboration. You learn a lot in this world of work about social relationships and life in society. We are increasingly in a global world where without the development of interculturality knowledge and skills it is very difficult to succeed or even survive.

Conclusion

Finally coming to the part where I make a balance of this important personal and professional experience, I believe I can be proud of the path I have taken so far. It has been a long and at the same time short path, because although it has lasted almost 6 months, I think back to the first day when I started the internship and get the feeling that it was just yesterday. I was obviously a little lost in the beginning (I still am now, I must confess) because I stepped into a new world for me, an experience that allowed me above all to get out of my comfort zone and that at the same time was something I needed to experience. One of the reasons that helped me to be motivated even when I thought I had reasons not to be, was having the notion that this internship in one way or another would make me grow as a person, and that even if it did not go the way I wanted I would always learn something new and take some lesson out of it, whatever it was.

I was fortunate to have had mentors who always supported me and helped me in whatever I needed, and I know that unfortunately there are many cases where students are not that lucky- they are not treated well, they are sometimes left aside in the company and therefore are left without proper guidance, they have a personality clash with someone, etc.. - I can rest assured that I was always well accompanied. On the other hand, I also know that effort and resilience would be demanded of me, which is what I made sure to demonstrate right from the start, and as I was told in the first internship meeting and never forgot - "One hand washes the other" - it was an incentive and at the same time a warning, because I realized that in order to be helped I would also have to do my part, to contribute. Entering the corporate world was a heavily reality charged experience, as it showed me how the world of work operates, something that until now for me was nothing more than a perception. Little by little I realized how different the academic world is from the corporate world, and at the same time the things that unite them. It is not always easy to cross the bridge from university to the world of work, but crossing it is very important. Speaking from my own experience, after so many years studying and being so used to that routine it actually took me a while to adapt to this new reality, but eventually I got used to it and had the help of my advisors, now I think I am finally ready to turn this great chapter in my life that is being a student to finally earn another kind of responsibility, this time with an increased responsibility.

At the same time I feel a certain pride in doing this report because while writing it I realized how much I have improved as a student - how much better I write compared to the past and how much I have gotten more responsibility - and that without these two things I would not have been able to finish this report.

Regarding my future I can proudly say that I had the opportunity to be hired by Fujitsu and that I am now officially an employee. It is my first working experience and I feel a huge pride to see the result of my efforts not only since I started the internship but also since I entered this masters. There were certainly more difficult moments in the middle of the way but I never gave up and fought to achieve my goals. The future nobody knows but I certainly finish this master's degree with a greater maturity, all this was an experience that teaches me to try to be better every day, and that is the way I guide my way of living life.

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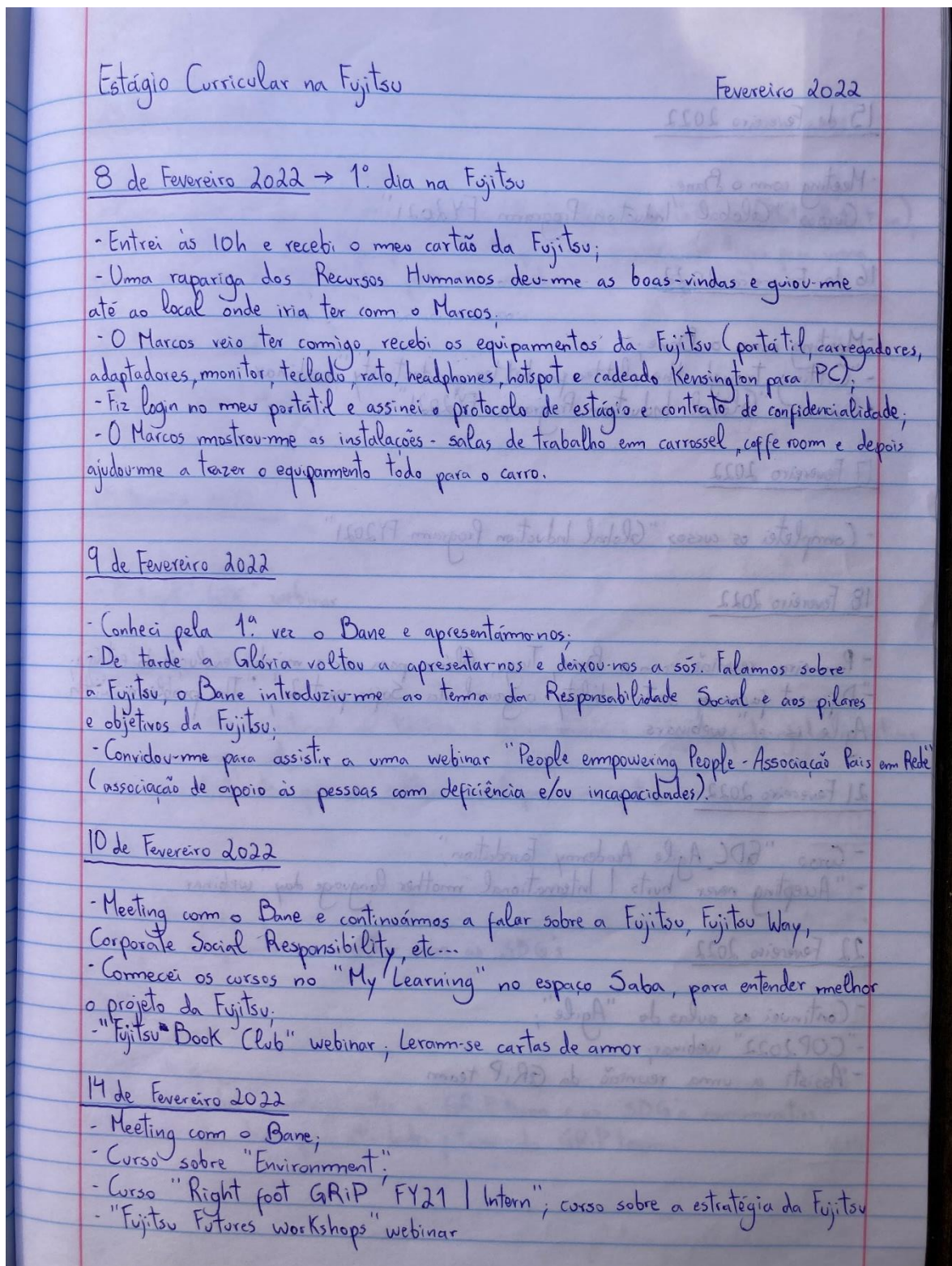
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Appendices

Appendix 1- SWOT analysis of my internship

Strenghts	Weaknesses	Opportunities	Threats
> Good work environment	> Teleworking only so far	> Establish contacts that can be helpful for me in the future	> Pandemic might affect indirectly my internship
> Fluent communication	> Contacting mostly only one person	> Getting the opportunity to work for Fujitsu	> Pressure of doing the internship report at the same time
> Realistic Tasks	>	> Get a wider view/notion of the company	> Internet connection
> Acquiring knowledge and skills on the social responsibility area	>	> Put into practice the theory I learnt during the Masters	>
>	>	> Developing my english skills	>

Appendix 2- The Logbook



15 de Fevereiro 2022

- Meeting com o Bane;
- Cursos "Global Induction Program FY2021"

16 de Fevereiro 2022

- Meeting com o Bane;
- "Cutting through the clutter for better productivity" webinar
- Cursos "Global Induction Program FY2021"

17 Fevereiro 2022

- Completei os cursos "Global Induction Program FY2021"

18 Fevereiro 2022

- Primeira reunião com o Bane, Tiago, Glória para ver a minha evolução do estágio.
- "Different faces of sustainability - o granel da Sofia part 2", "The problem with Agile is..." webinars

21 Fevereiro 2022

- Curso "GDC Agile Academy Foundation";
- "Accepting never hurts | International mother language day" webinar

22 Fevereiro 2022

- Continuei as aulas do "Agile";
- "COP2022" webinar;
- Assisti a uma reunião da GRiP team

23 Fevereiro 2022

- Continuei as aulas do "Agile".
- Conheci pela 1ª vez o Carlos Ribeiro - líder da equipa de GDPR (Data Protection).
- O Dane pediu-me para ligar para a FNAC para encomendar uns legos para uma futura webinar. A FNAC não pôde encomendar.

24 Fevereiro 2022

- BU e GDCI Meeting;
- Cursos no Saba

25 Fevereiro 2022

- Mandatory courses.
- "Portugal GDC" webinar

28 Fevereiro 2022

- Falámos sobre a situação na Ucrânia e de que maneira a Fujitsu pode ajudar e atuar de maneira imparcial.
- Fiz uma lista de quiz de cultura geral para uma futura webinar

2 Março

- Lista de quiz;
- Pesquisei e informei-me melhor sobre as SDG's.

3 Março

- Lista de quiz;
- Falámos sobre a relação entre a GRiP team e as SDG's communities;
- Falámos de ideias para atividades futuras da GRiP team.

4 Março

- Lista de quiz;
- curso "Design Thinking"

7 Março

- Lista de quiz.
- "Avoid Procrastination" curso;
- Dei ideias para futuras atividades/webinars

8 Março

- "Catch-up Internship";
- "International Women's Day" webinar;
- Quiz list

9 Março

- Lista de quiz;
- Investiguei sobre Turismo Sustentável.

10 Março

- Lista de quiz;
- Investiguei sobre Turismo Sustentável para encontrar possíveis parceiros/convidados para uma futura webinar.

11 Março

- Lista de quiz.

14 Março

- MOOC list.
- "Privacy and Deployment of AI Systems" webinar

15 Março

- Lista de quiz;
- Investiguei sobre "Co-creating Business Program of Fujitsu"

16 Março

- "formal, non-formal and quality education" webinar;
- Lista de quiz

17 Março

- Terminei a lista de quiz;
- "GRiP monthly business review (Costa Rica, Poland, Portugal, Russia);
- Pesquisei sobre SWOT Analysis

18 Março

- "Monthly catch-up → Environmental Pillar";
- Internal audit (environment and Service Management)

21 Março

- Catch-up Internship com Tiago, Glória e Bane;
- SWOT Analysis do meu estágio;
- Comecei a elaborar a apresentação PPT da lista de quiz

22 Março

- Melhoramento da SWOT Analysis;
- PPT lista de quiz

23 Março

- PPT lista de quiz;
- Ajudei a elaborar uma lista no Excel dos participantes nas atividades do GRiP no último mês.

24 Março

- PPT presentation;
- "My Data member orientation" webinar

25 Março

- Meeting com a Glória e Bane para discutirmos sobre as pequenas atividades de grupo a realizar no evento de dia 2 de Abril em Coimbra;
- ~~PPT~~ PPT presentation (lista de quiz)

28 Março

- Reajuste a SWOT Analysis;
- PPT presentation

29 Março

- PPT presentation;
- "Earth hour, every hour" webinar

30 Março

- "Nature and sustainability in Fujitsu India" webinar;
- Lista de participantes, prints e algumas frases sobre essa webinar;
- PPT presentation

31 Março

- Procurar por associações em Braga que estejam a ajudar a Ucrânia;
- PPT presentation

1 Abril

- ~~Nota~~ Catch-up Internship;
- curso "The problem with Agile is...";
- PPT presentation

2 Abril

- Evento de equipa em Coimbra

4 Abril

- Lista no Excel do país/região dos participantes nas atividades do GRIP;
- Cursos no Saba

5 Abril

- "GRIP starting FY2022 on the right foot" meeting;
- Cursos no Saba

6 Abril

- "Agile: Agile Principles and Methodologies" curso no Saba;
- Pesquisar sobre as áreas da Fujitsu e saber mais

7 Abril

- Procurar por posições de trabalho (job roles) no FRF's (Fujitsu Role Framework);
- PPT presentation;
- "What is Mindfulness" webinar

8 Abril

- PPT presentation;
- Excel Microsoft 365 (2021) curso;
- "PT Pride Network" meeting;
- "Coping during uncertain times" webinar

11 Abril

- PPT presentation quiz;
- "World day for safety and health at work" webinar;

12 Abril

- PPT presentation;
- "Habits to financial wellness" webinar

13 Abril

- PPT presentation;
- cursos no saba

20 Abril

- "Agile: Agile hybrid approaches" curso no saba;
- PPT presentation

21 Abril

- "General safety Awareness 2022" curso
- "How to ~~train your mind~~ use mindfulness to train your brain to be focused" webinar

22 Abril

- PPT presentation;
- "Project management techniques" curso

26 Abril

- PPT presentation;
- Microsoft Excell tutorials

27 Abril

- Conclusão da PPT presentation;
- Pesquisar por atividades para o GRiP no "Salto"

28 Abril

- "World day for health and safety - campaign" webinar;
- "How to use mindfulness to train your brain to be connected" webinar;
- Fazer lista de participantes de ambas webinars;
- Cursos no Excel

29 Abril

- Catch up Internship;
- Cursos no Excel.

2 Maio

- Cursos no Excel;
- Pesquisar por atividades para o GRIP no "Salto"

4 Maio

- "Eco-Tourism → How to enjoy nature while taking care of it" webinar;
- Cursos no Saba

5 Maio

- ~~Star~~ Pesquisar sobre a certificação de cursos na dgert;
- Cursos no Saba

6 Maio

- Excel;
- Pesquisar sobre cursos na dgert

9 Maio

- Cursos no Saba;
- Excel

10 Maio

- Excel

11 Maio

- Catch up com o Bane;
- Texto sobre "The values CSR brings to the company"

12 Maio

- Excel;
- "Becoming mentally fit" webinar

13 Maio

- Catch up com o Bane;
- "Methodologies/strategies to motivate volunteers" bullet points task

16 Maio

- Catch up Internship;
- Excel

17 Maio

- Excel

18 Maio

- "The basics of Marketing" curso;
- Catch up com o Bane

19 Maio

- Reunião sobre "Business case orientation"
- Excel

20 Maio

- Catch up com o Bane;
- Pesquisar sobre "Responsible business activities of portuguese IT companies";
- "Sustainable Tourism" meeting

23 Maio

- Escrever email sobre tampas de plástico para enviar para ajudar o Simão;
- Excel

24 Maio

- "Principles of Healthy Sleeping" webinar;
- Pesquisar sobre as áreas de meu interesse dentro da Fujitsu

25 Maio

- Continuar a pesquisar sobre as áreas da Fujitsu;
- Pesquisar sobre Recursos Humanos

26 Maio

- "Where do greenhouse gas emissions come from?" webinar;
- Catch up com Bane;
- Pesquisar sobre áreas da Fujitsu

27 Maio

- "Making the difference through education - session 3" webinar;
- "Pride Network Portugal Kickoff" webinar;
- "Embrace sports with padel and cycling" meeting

30 Maio

- Catch up com o Bane;
- Apresentação PPT sobre "CSR in IT companies"

31 Maio

- Conclusão da apresentação PPT sobre "CSR in IT companies";
- "Stigma and discrimination: HIV in the workplace" workshop

1 Junho

- Catch up Internship;
- "JCV Portugal | Effective communication" meeting;
- Catch up com o Bane

2 Junho

- Excel;
- Catch up internship

3 Junho

- Catch up com o Bane;
- Melhorar as perguntas do Quiz

6 Junho

- Catch up com o Bane;
- Trabalhar no Business Case.

7 junho

- Catch up com o Bane;
- "Language booklet" tarefa

8 junho

- "Language booklet" tarefa;
- World Ocean's Day 2022 - "Illegal fishing" webinar

9 junho

- "Language booklet" tarefa;
- Catch up com o Bane;
- Mudar questões no quiz

14 junho

- Business case;
- Language booklet

15 junho

- Language booklet;
- Catch up com o Bane

16 junho

- Business case;
- Language booklet

17 junho

- Business case;
- Language booklet

20 junho

- Business case;
- Catch up com o Bane

21 junho

- Business case video;

22 junho

- Novo vídeo do Business case

23 junho

- Catch up Internship;
- Excel;
- Catch up Bane.

4 julho

- Catch up Bane;
- Post na yammer sobre ações ambientais que faço cá em casa.

5 julho

- "Banishing Burnout" webinar.
- Strategic community investment → procurar NGO para fazer doação.

6 julho

- Enviar email a NGO;
- Catch up Bane;
- Pesquisar sobre a área de Project Management.

7 julho

- Catch up Bane;
- "Connecting the dots: From CO2 to forcibly displaced people" webinar.

8 julho

- Catch up Internship;
- Internal screening para vaga em Project Management;
- Pesquisar sobre a área de Project Management;
- "Defining and Identifying Project Risk (2021 Update)" curso;
- "Creating a Project Schedule and Budget" curso

11 julho

- Catch up Bane;
- Fujitsu Internal Interview - Project Administrator

12 julho

- "Defining a Project Scope and Team" curso;
- "Agile: Developing a Basic Understanding of Agile" curso

13 julho

- Catch up Bane;
- "Principles of 'Healthy Sleeping Session' webinar;
- Fujitsu Funding Project - reunião com GASNOVA

14 julho

- 1º dia como trabalhador oficial da Fujitsu;
- "Rooms / Flexible workplace" iniciação com o Justin

15 julho

- Continuação da iniciação com o Justin;
- "Self-care tips for managers" webinar

21 julho

- Meeting com o Justin;
- Catch up com a Glória;
- Preparação para o evento do Quiz

22 julho

- Quiz - "1000 questions for 1000 Kilos of food"

Annexes

Annex 1- Fujitsu Way



Annex 2- Lean Thinking and Practice



Annex 3 – The 17 SDG's



Annex 4- GRB Pillars



1. **Community:** Empower communities through education
2. **Diversity, Equity, Inclusion and Human Rights:** Enable a collaborative, equitable and inclusive workplace
3. **Environment:** Drive actions that move us toward a decarbonized society
4. **Compliance:** Operate as an open, honest, and ethical business
5. **Occupational Health and Safety:** Maintain a safe, healthy working environment for all employees
6. **Supply Chain:** Achieve responsible procurement that embraces diversity and gives full consideration to human rights, the environment and health & safety
7. **Wellbeing:** Enable our people to succeed