



Te Ara Hononga

Building connection,
capability and
partnership for a more
inclusive future.

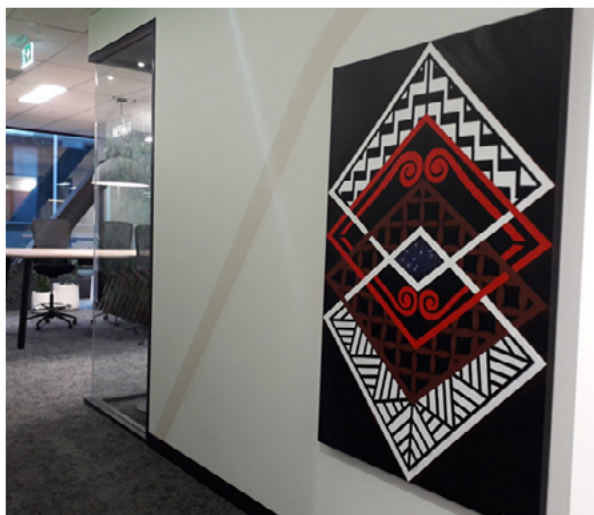
—

Māori Inclusion Strategy

2026-2030

Contents

➤ About the artwork	3
➤ CEO foreword	4
➤ Executive sponsor foreword	5
➤ Our vision for an inclusive Fujitsu	6
➤ Our business	7
➤ Our inclusion strategy	8
➤ Phase 2: April 2026 - December 2026	9
➤ Phase 3: 2027+	10



About the artwork

'Ko Wai Au' (medium: acrylic on canvas) is by Tamara Grant from Xabilities.

Artist connection to land

Ko Aotea te Waka
Ko Ruapehu te Maunga
Ko Whanganui te Awa
Ko Uenuku te Iwi
Ko Ngati Tamakana te hapu
Ko Makaranui ki Raetihi te Marae
Ko Te Piki Kotuku raua ko Tukaiora aku Tupuna
Ko Ngati Tama ki whanganui a tara me Atihaunui
a Paparangi me Tuwharetoa me Nga Rauru me
Ngati Hikairo te taha hoki o toku Papa.
Ko Tamara Grant ahau.

"Ko tenei ahau"

E tū nei ki tōku turangawaewae, kua riro ki te ringa o te Pākehā, ā "ko tenei ahau" e whakahoki mai i te mana o tōku rohe. E tū pou pou ana ki Te Whānau-a-tara ki te tari matua o Fujitsu. He uri whakaheke nō ōku matua tupuna nō roto mai i Te Whanganui-ā-Tara nō te iwi o Ngāti Tama. Ānei ahau e whakaatu i tōku toi ā "ko tenei ahau" me tōku hononga ki tenei rohe ōku.

The name of this taonga (treasure or highly prized possession) is 'Ko Wai Au' (Who am I?). Ko Wai Au provides a critical connection for the artist, Tamara, and her place within the lands of Te Whanganui-a-Tara (Wellington city). This art piece is displayed in Fujitsu's head office in Wellington, on land known as Kumutoto kāinga that was once established and occupied by tribes such as Ngāti Tama, Ngāti Mutunga, Te Atiawa, Ngāti Te Whiti, today collectively known as Taranaki Whānui. Ko Wai Au provides a symbolic way of return for Tamara's Taranaki Whānui ancestors and represents the new beginnings of hope for inclusion. Ngā mihi nui kia koutou (thank you/blessings) Fujitsu.

Art description

"This taonga tells the story of inclusion of Māori and Pacific Islander people. The top white section is a tukutuku called Poutama, which is a familiar sight woven into the walls of marae around Aotearoa. This particular tukutuku design is called Poutama, in translation meaning the stairway of heaven. This pattern symbolised our connection to our ancestors. When looking at the ancient, passed-down geometry of Poutama, when one sees the series of steps, it gives us the time to receive knowledge and education from the gods, so we can strive for excellence and care for those in need.

The Māori interpretation of Poutama is "one who supports his whānau (family), hapū (sub-tribe), and iwi (tribe)" — a leader, showing us how to move and walk through life.

Below this sits the Koru (loop), presented in a red colouring. This is a spiral shape symbolising new life and new beginnings. When I was painting, I used the golden spiral set up by da Vinci, and I giggled in amazement at how intelligent my ancestors truly are.

For Fujitsu, by implementing their Māori and Pacific Peoples Inclusion Plan (2021-2025), they are breathing new life into the company and embracing new beginnings. The blank space in the corners gives us the room we need to breathe and assess how we can achieve the most for our community.

Next we have the Pasifika flowers, painted in brown acrylic, symbolising the greetings when we enter the Pacific Islands. These signify the love and unity we have for each other as a community. This symbol of unity is reflected in Fujitsu's commitment to embrace the Māori and Pacific Island communities through the implementation of their Plan. The flowers represent nature and who we are.

Grounding the image is a traditional weaving pattern, presented in white, which shares the story of Fujitsu joining or weaving together new cultures as they embark upon a journey to work together as one. The weaving represents respect.

Weaving is a living art form passed down from the ancestors and a strong symbol of the survival of Māori culture. In Pacific culture, weaving the moenga (mat) is a way they pass stories, and the art of storytelling has been an integral part of Pacific cultures.

Finally, in the centre sits Matariki, the little eye of our ancestors, watching and guiding as we take a new journey, just as it guided our ancestors on their voyages which shaped our culture and history, and if you look closer you will see the waka and canoe in the shadows.

Matariki represents the Māori New Year, signified by the Matariki cluster of stars reappearing in our night sky. This is a time to reflect on the past year, celebrate the present, and plan for the year ahead. The Māori also used this cluster of stars to track when it is best for growing and planting their crops, as Matariki helps to track weather patterns (how intelligent!).

When stepping back and looking at this painting as a whole, all of these elements symbolise the story of the strength and intelligence of Māori and Pasifika, and how proud we are to be who we are. I wanted to show this perspective, as the inclusion of Māori and Pasifika is not a benefit for others, it is a benefit for those who take on the journey. We are a culture that could survive without money, living upon systems created through nature, and creating ancient geometry to pass down knowledge."

CEO foreword

I am pleased to introduce the next chapter of Fujitsu Aotearoa New Zealand's commitment to inclusion through our Māori Inclusion Strategy.

Fujitsu's purpose to make the world more sustainable by building trust in society through innovation continues to shape how we approach our role in Aotearoa New Zealand. We know that delivering on this purpose requires more than technology alone. It requires people diverse in experience, perspective, and identity who can challenge thinking, strengthen our decisions, and help us create solutions that reflect the communities we serve.

Over recent years, we have begun to build stronger foundations in how we support Māori inclusion across our organisation. This work has helped to increase awareness, strengthen relationships, and create momentum for change. At the same time, we recognise that there is more to do to translate this into sustained, measurable impact.

Māori continue to be underrepresented across the technology sector. This strategy reflects our intention to take a more deliberate and outcomes-focused approach strengthening pathways into our industry, embedding inclusive practices in our day-to-day operations, and ensuring that cultural capability is not an aspiration, but a core organisational strength.

Our approach is grounded in the unique context of Aotearoa New Zealand. We acknowledge the significance of Te Tiriti o Waitangi and its role in shaping equitable



partnerships and opportunities. We have chosen to focus our attentions on Māori inclusion to make the impact more sustainable. Māori perspectives are essential to how we grow as an organisation and how we contribute to the broader digital economy.

This Inclusion Strategy reflects a continued commitment to listen, learn, and take meaningful action. It represents a shared responsibility across our business, and a commitment to working alongside our people, our partners, and our communities to create lasting change.

I am confident that through this next phase, we will continue to strengthen our contribution to a more inclusive and prosperous digital sector—one where Māori people are supported to thrive, lead, and shape the future.

Ngā mihi nui/Yours sincerely,

Peter Grassi

Fujitsu Oceania CEO

A handwritten signature in black ink, appearing to read 'P. Grassi', with a long, sweeping horizontal line extending to the right.

Executive sponsor foreword

As a global leader in digital transformation, Fujitsu recognises its role in contributing to better outcomes for communities particularly those who have historically been underrepresented in the technology sector.

Our purpose to make the world more sustainable by building trust in society through innovation is brought to life through the people who make up our workforce. A strong, locally connected workforce that reflects diversity of thought, culture, and ability is essential to delivering on this purpose.

In Aotearoa New Zealand, Māori are an integral part of our society. We are committed to ensuring they are meaningfully included in how we create value working alongside our employees, suppliers, customers, and community partners. We actively embrace Māori culture within our organisation, using storytelling, shared experiences, and open dialogue to foster understanding, respect, and connection across our workforce.

Creating culturally safe and inclusive environments is critical to attracting and supporting more Māori talent. We know that innovation is strengthened by diversity by bringing together different perspectives, skills, and ways of thinking and we are focused on embedding this across all areas of our business.



This Māori Inclusion Strategy represents an important step in our ongoing journey. Our ambition is to build a workforce that is inclusive, forward-looking, and sustainable. We recognise that achieving this will require continued commitment, effort, and learning. We will remain adaptable and responsive in our approach, while ensuring that respect and inclusion are at the heart of everything we do.

Through this Inclusion Strategy and the collective efforts of those committed to creating a more equitable workplace and society, we are confident that we will continue to deliver positive outcomes for our people, their whānau, and the wider communities we serve.

Nākute rourou, nāu to rourou ka ora ai te iwi/
With your basket and my basket, the people will thrive.

Nō reira, tēnā koutou katoa.

Jo Healey

Vice President, Head of Customer - Oceania

A stylized, handwritten signature in black ink, consisting of a large, looping 'J' followed by several fluid, connected strokes.

Our vision for an inclusive Fujitsu

The Fujitsu Group's purpose is "to make the world more sustainable by building trust in society through innovation". This is a commitment to humanity and a commitment from each and every employee to think beyond their immediate roles to a broader, more global perspective, and lead the way towards large-scale societal transformation. We believe that making formal efforts to partner with and for Māori communities is key to how we live our purpose in our Aotearoa business.

At Fujitsu, our aim is to ensure that every aspect of our business celebrates diversity and inclusion. We know this drives engagement, productivity, and the innovation required to help our customers and communities thrive in a complex and changing world.

Fujitsu's values set out how we will act to achieve our purpose, and they have been reflected in how we have structured our Māori Inclusion Strategy.



Wawata Aspiration

- Provide an environment where we embrace diversity and create original ideas.
- Stay curious and learn from failures and experiences.
- Deliver positive impact through human centric innovation.



Matatika Trust

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



Manaakitanga Empathy

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

Our business



Fujitsu is a full-service ICT and Digital Transformation (DX) company with around 350 staff in Aotearoa New Zealand. We have 10 sites nationally, including offices and distribution centres, and our local head office is in Te Whanganui-a-Tara (Wellington). The Fujitsu Group is a global organisation of more than 2,400 employees in the Oceania region and 124,000 worldwide.

10

sites
nationwide

350

employees
across
Aotearoa

124,000+

employees worldwide

Fujitsu Oceania offers a full range of technology products, solutions and services in Aotearoa New Zealand and Australia. This includes services such as data centres, workplace and workforce support, cloud services, data and application services, providing IT hardware for users and enterprises, as well as delivering emerging technologies such as artificial intelligence, cyber security and blockchain. We work with our customers and wider ecosystem partners to use technology to help solve social issues, in line with our purpose to make the world more sustainable by building trust in society through innovation. By contributing to the United Nations Sustainable Development Goals (UN SDGs), we are helping to transform our world and build an inclusive, sustainable, and trusted society.

At Fujitsu, we believe that being a responsible business means investing in a diverse, safe, and engaged workforce, adding value to the communities in which we work, and co-creating this value with our customers and supply chain.

Our inclusion strategy

Fujitsu acknowledges that Te Tiriti o Waitangi is the founding document of Aotearoa New Zealand, and the Treaty partners are Māori and the Crown.

This strategy sets out Fujitsu's commitments to create value for Māori individuals and their whānau, communities, and businesses.

Phase

1

Complete

Working group established

Fujitsu established its Māori and Pacific Peoples Working Group in August 2021 to develop the former Inclusion Strategy and engage in activities to promote our vision of a respectful and diverse workforce.

The working group has evolved over time and now exists to monitor and assist with embedding the actions set out in the Inclusion Strategy.

Phase 2 and 3 (2026-2030) is a practical plan of action built on Fujitsu's core values: wawata (aspiration), matatika (trust) and manaakitanga (empathy) **having completed phase 1 - the new strategy has 2 phases:**

Phase

2

Build capability and visibility

(April 2026 – December 2026): This phase focuses on establishing strong foundations through learning, capability building, and early engagement to support sustainable action in subsequent phases.

Phase

3

Integrate / culture shift

(2027+): This phase focuses on embedding Māori inclusion into business-as-usual practices, systems, and partnerships to ensure sustained and measurable impact.

Phase 2

Build capability and visibility



April 2026 > December 2026

Strengthen cultural capability across Fujitsu and reaffirm commitments, and build readiness for meaningful engagement through listening, learning, and targeted early actions.

Focus area:

Establish and strengthen engagement foundations with Māori businesses and suppliers and key external partners.

Actions

Continue to support Māori owned business in Fujitsu's supply chain through early commitment-setting and capability building:

- Reconfirming Fujitsu's commitment to using Māori suppliers
- Providing training to pre sales and procurement on how to engage and build relationships with Māori suppliers
- Relationship building with recruitment and supplier partners (e.g., Pūhoro, Amotai, university groups).

Focus area:

Build foundational understanding of Māori culture, values and traditions across Fujitsu employees.

Actions

Deliver foundational Cultural workshop (Te Tiriti, tikanga, Te Ao Māori)

- 1 day of significance celebration.

Focus area:

Listen with intent and respect to ensure inclusive strategies and initiatives reflect the views of Māori people.

Actions

Engage with Māori community members to learn and gather insights and inform future priorities.

Phase 3

Integrate / culture shift



2027+



Embed and normalise Māori cultural practices into systems, processes, and physical environments for long-term impact.

Focus area:

Embed cultural practices into systems, processes, and employee experiences.

Actions

- Apply a Te Ao Māori lens when designing policies, programs and employees' experiences.
- Include Māori stakeholders or advisory (the Advisory Group) in key initiatives and organisational changes.

Focus area:

Develop and sustain formal iwi partnerships.

Actions

Identify and develop 2 iwi partnerships to support ongoing collaboration and shared outcomes.

Focus area:

Embed visible Cultural Inclusion physical workplace and day-to-day of our people.

Actions

- Embed opening and closing protocols (e.g., karakia) as standard practice in meetings and event
- Bilingual signage
- Embed cultural protocols
- Provide Te Reo Māori learning opportunities.

He aha te mea nui o Te Ao?

He tangata!
He tangata!
He tangata!

*What is the most important
thing in the world?*

It is people!
It is people!
It is people!

Further information:

Fujitsu Office of Purpose
Oceania.Purpose@fujitsu.com

© Fujitsu 2026. All rights reserved. Fujitsu and Fujitsu logo are trademarks of Fujitsu Limited registered in many jurisdictions worldwide. Other product, service and company names mentioned herein may be trademarks of Fujitsu or other companies. This document is current as of the initial date of publication and subject to be changed by Fujitsu without notice. This material is provided for information purposes only and Fujitsu assumes no liability related to its use.