

Social and Governance Data

Employees in Fujitsu group

			FY2023	FY2024	FY2025	GRI
Number of employees by region (person) (*1)	Total		123,527	112,743	99,203	G102-7,8
		Japan	72,049	66,812	59,277	
		East Asia	4,655	3,663	3,402	
		Asia Pacific	20,888	19,191	16,093	
		The Americas	3,851	3,584	3,453	
		Europe	22,084	19,493	16,978	
Number of Employees by Type of Contract (person)	Full-time		123,527	112,743	99,203	
	Non Full-time (*2)		13,288	10,320	7,913	

*1 The number of employees as of end of the fiscal year (March 20)

*2 Including fixed term employees (contracted, part-time, etc.) and excluding dispatched workers.

Board of Directors

			End of June, 2024	End of June, 2025	End of June, 2026	GRI
Directors (person)	Total		9	9	9	G405-1
		Male	7	7	7	
		Female	2	2	2	
External directors (person)			5	5	6	
Non-Japanese directors (person)			1	1	1	

Diversity (Fujitsu group)

		FY2023	FY2024	FY2025	GRI
Ratio of female employees (%)	Fujitsu group	25.2	25.8	25.9	G405-1
	Fujitsu	20.5	21.4	22.4	
Ratio of female executives and managers (%)	Fujitsu group	15.8	16.8	17.5	
	Fujitsu	10.3	11.5	13.1	
Ratio of female in junior management positions (%)	Fujitsu group	18.2	19.4	20.1	

Ratio of female in top management positions (%)	Fujitsu group	15.6	22.6	21.4	
Ratio of female in management positions in revenue-generating functions (%)	Fujitsu group	17.5	17.9	18.9	
Ratio of female in STEM-related (*5) positions (%)	Fujitsu group	19.5	20.7	20.6	

*3 The number of employees as of end of the fiscal year (March 20)

*4 The ratio of "diversity" in the Fujitsu Group for the fiscal year 2024 is calculated excluding discontinued operations.

*5 STEM-related Departments: Departments related to Science, Technology, Engineering and Mathematics

			Male	Female	GRI
Average salary for FY2024 by gender (Fujitsu group) [yen]	Executive level	Base salary only	35,191,304	33,100,000	G405-2
		Base salary + Other incentive	183,939,870	147,690,000	
	Management level	Base salary only	9,569,599	8,813,026	
		Base salary + Other incentive	15,097,172	13,546,996	
	Non-management level	Base salary + Bonus	6,358,472	5,069,473	

*6 Average salary for FY2025 by gender covers domestic Group companies with 101 or more employees.

*7 Base salary includes basic salary and various allowances (Commuting allowance and retirement allowance are excluded.).

*8 Incentives include bonuses and stock compensation, and theoretical values are used for some executives. As for stock compensation, the amount based on the estimated amount of grant under the 2025 Plan < Grant amount fixed for 3 years of 2025~2027 > is used instead of the amount based on the fixed amount of grant in fiscal 2025.

Diversity (Fujitsu)

		FY2023	FY2024	FY2025	GRI
Number of employees (*9) Total (person)		35,924	34,850	32,224	G405-1
Average age (year) (*10)		43.6	43.1	42.7	
Number of employees by age group (person)	Under 30	5,252	5,297	4,919	
	30-49	17,093	17,166	16,548	
	50 and over	13,579	12,387	10,757	
Number of employees by gender (person)	Male	28,549	27,381	25,013	G405-2
	Female	7,375	7,469	7,211	
Gender salary gap(%) (Female to male ratio) (*11)	All employee	76.8	79.0	79.2	
	Full-time employee	76.7	78.4	78.2	
	Fixed-term employee	81.3	86.2	81.4	
Ratio of newly appointed female managers (%) (qualified personnel)		28.6	31.1	26.0	G405-1
Number of non-Japanese employees (person)		774	817	831	
Employment ratio of people with disabilities (%) (*12) (counted in every June)		2.35	2.48	2.50	

*9 The number of employees as of the end of the fiscal year (March 20) includes executive officers and does not include non-regular employees.

*10 At the end of the fiscal year (March 31)

*11 Period covered: April 1, 2024, to March 31, 2025.Salary is the amounts paid to employees, including basic salaries, bonuses, and other benefits.
(Excluding retirement allowance and commuting allowance.)

*12 The figures include Fujitsu, Fujitsu Harmony, Fujitsu IS Services, Fujitsu Advanced Accounting Services, Fujitsu Home & Office Services, Fujitsu Techno Research and Fujitsu Japan.

Employment (Fujitsu Limited)

			FY2022	FY2023	FY2024	FY2025	GRI
Average year of service (year) (*13)	Total		19.1	18.8	18.2	17.6	
		Male	20.0	19.8	19.1	18.6	
		Female	15.5	15.2	14.6	14.2	
Total number of new employee hires (person)			1,583	2,131	1,686	1,187	G401-1
Ratio of new hires (%)			48.3	49.2	53.0	74.2	
Percentage of open positions filled by internal candidates (%)			79.3	68.9	78.3	82.5	

*13 At the end of the fiscal year (March 31)

Using the Care Leave and Short Work Hours system (Fujitsu Limited)

			FY2023	FY2024	FY2025	GRI
Number of employees using child care leave (person) (*14),(*16)	Total		525	584	748	G401-3
		Male	303	324	471	
		Female	222	260	277	
Return to work rate after child care leave (%)	Total		100	100	99.9	
		Male	100	100	100	
		Female	100	100	99.6	
Continuous work rate after child care leave (%)	Total		98.9	97.8	98.0	
		Male	99.1	97.8	96.9	
		Female	98.7	97.7	99.6	
Number of employees using family care leave (person) (*14)	Total		24	25	18	
		Male	11	14	10	
		Female	13	11	8	
Return to work rate after family care leave (%)			100	100	100	
Continuous work rate after family care leave (%)			93.3	92.9	85.0	

Number of employees using Short working hours (child care) (person) (*14)	Total		674	627	611	
		Male	15	22	21	
		Female	659	605	590	
Number of employees using Short working hours (family care) (person) (*14)	Total		14	12	14	
		Male	7	5	6	
		Female	7	7	8	
Paternity leave (person) (*14)(*15)			592	591	614	
Percentage of male employees taking childcare leave (%) (*17)			86.2	86.2	94.1	

*14 Data applies to regular employees enrolled as of the end of the fiscal year (March 20).

*15 Employees who gave birth within the fiscal year and took the relevant leave within the same fiscal year (including those who combined it with childcare leave) are being counted.

*16 "Employees who have taken parental leave for the first time for a subject child, regardless of whether the child was born within the current year (in accordance with the calculation method accompanying the disclosure of the status of parental leave)" (including combined use with childcare leave)

*17 Percentage of male employees who took childcare leave, etc. and leave for childcare purposes. (based on the Childcare and Nursing Care Leave Act)

Occupational Safety and Health (Fujitsu Limited)

	FY2023	FY2024	FY2025	GRI
Lost time injury frequency rate (*18)	0.09	0.13	0.08	G403-2
Severity (rate)(*20)	0.00	0.00	0.00	

*18 Calculated in accordance with the regulations of the Ministry of Health, Labour and Welfare in Japan: Frequency rate ([Number of new cases of fatal and non-fatal occupational injury during the reference period (*19) / Total number of hours worked by workers in the reference group during the reference period] x 1,000,000)

*19 Number of cases due to occupational accidents that resulted in one or more days of absence from work or the loss of a part of the body or its functions

*20 Number of lost working days/Total working hours x1,000

Human Resource Development (Fujitsu group)

Overview

	FY2022	FY2023	FY2024	FY2025	GRI
Average Annual Hours Spent Learning [hour /year /person]	46.5	37.4	54.4	28.8	G404-1
Annual Cost of Learning [1000yen /year /person]	75.4	73.9	100.2	95.8	
Human Capital Return on Investment (ROI) (*21)	1.24	1.19	1.22	1.29	

*21 Human Capital Return on Investment (ROI): Calculated by [net sales - (operating expenses - employee-related expenses)]/employee-related expenses

Breakdown of learning hours in FY2025

Age group	20s and younger	30s	40s	50s	GRI
Average Annual Hours Spent Learning [hour /year /person]	64.2	25.0	24.9	23.7	G404-1

Gender	Male	Female	GRI
Average Annual Hours Spent Learning [hour /year /person]	28.3	32.1	G404-1

Level	Managers and above	Non-managers	GRI
Average Annual Hours Spent Learning [hour /year /person]	21.4	31.6	G404-1

Employee Engagement

The employee engagement survey includes questions about the sense of fulfillment from working for the Fujitsu Group, the connection between Fujitsu's purpose and one's own work, and the utilization of one's individual strengths. We also use various data from regular well-being surveys and stress checks to improve employee engagement.

Topics	FY2022	FY2023	FY2024	FY2025	Target for FY2025
Engagement score (%) (*22)	69	69	68	71	75

*22 The Positive response rate is as follows.
FY2022: 66%, FY2023: 64%, FY2024: 63%, FY2025: 69%, Target for FY2025: 73%

Political contributions and other spending (*23)

Overview

Category	FY2022	FY2023	FY2024	FY2025
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns / organizations /candidates	20.2	20.4	19.9	20.1
Trade associations or tax-exempt groups	130.4	216.9	208.1	231.6
Others	0	0	0	0
Total	150.6	237.3	228.0	251.7

[million yen]

*23 Fujitsu conducts political donations properly in accordance with the Political Funds Control Act.

Expenditure on major political organization

Organization	FY2024
National Political Association	18.0

[million yen]

Large expenditure by sustainability topics

Topics	Description of engagement	FY2025
Recommendations for IT and other industrial policies	Our company provides advice on IT and other industrial policies by participating in various committees and workshops of electronics, electricity, and information and communications organizations in legal entity and economic organizations, such as the Japan Electronics and Information Technology Industries Association.	142.3
Sustainable development on a global scale	Our company works through organizations such as the World Economic Forum (*24) for the purpose of sustainable development of industry and humankind.	72.0
Responding to environmental issues such as climate change	With the aim of responding to climate change through industry, we are participating in environmental projects such as the World Business Council (*24) for Sustainable Development.	17.3

[million yen]

*24 For more information on WEF and WBCSD, please visit [this site](#).