



Sustainability Management

Our vision and the policy for achieving a sustainable society.

Sustainability Management in the Fujitsu Group

Policy, Promotion Scheme, and Review

The Fujitsu Group has always been seen by society as a trustworthy and responsible enterprise through its delivery of products and services. However, the BANI era(*1) is here, bringing sweeping changes that challenge conventional thinking. It is therefore incumbent upon us, as a member of the global community, to generate positive impacts for society by engaging in business activities aimed at resolving environmental, societal and economic problems, under the initiative of senior management. In April 2020, we established a Sustainability Management Committee that will drive a sustainability-focused management approach under the supervision and direction of the Board of Directors Meeting and the Executive Management Council Meeting. As of fiscal 2025, the committee comprises corporate executives and SVPs appointed by the Fujitsu CEO, and is chaired by the CEO with the Corporate Vice President acting as Vice Chairperson. (As of July 2025, the committee has 19 members, including the chair.)

The objective of this committee is sustainability management that takes into account environmental, societal and economic impacts as well as stakeholder (*2) interests, ensuring that the company prospers in the long term as a responsible global enterprise. Specific initiatives will be in line with our values and our purpose, set out in the revised Fujitsu Way, and will include boosting our efforts in non-financial areas. These include respect for human rights, acceptance of diversity and equity, human resource development, maintenance of the global environment and contributing to the development of regional communities. Our goal is to achieve sustainable, long-term improvement in the corporate value of the Fujitsu Group.

The committee is scheduled to meet once every 6 months, and on an ad hoc basis as required, to review the progress of our activities in non-financial areas and determine whether we are on track to meeting our targets. The committee's other duties include conducting checks and discussions on sustainability-related businesses and deliberating on new activities. It then reports the results during management meetings and to the Board of Directors. The first committee meeting was held in April 2020, followed by semiannual meetings – with the most recent meeting being held in March 2025. To date, the meetings have been characterized by lively discussions on topics such as non-financial indicators and Global Responsible Business activities as we aim to implement materiality in order to achieve 2030 vision of being a technology company that realizes net positive through digital services. In fiscal 2025, the Board of Directors presented and discussed a proposal to revise material items, including sustainability, and approved the addition of a human rights item and the reorganization and name change of other well-being items. The Independent Board of Directors and Audit & Supervisory Board Members also report on the management status of sustainability management, net positive measurement methods, sustainability business, and trends in the disclosure of sustainability information. As described above, the Board of Directors oversees the progress of sustainability management and has further strengthened its supervision system.



System Chart

*1: BANI: Acronym for Brittle, Anxious, Nonlinear, Incomprehensible coined by Jamai Cascio from the Institute for the Future (ITF) as a keyword to characterize the current world

*2: The Fujitsu Group stakeholders: The Fujitsu Group regards our people, customers, partners, community and shareholders as its stakeholders. Government authorities, NPOs, NGOs, and similar organizations are also particularly important stakeholders within this community.

Global Responsible Business

Since its CSR Promotion Committee established the Basic Strategy Working Group in 2010, the Fujitsu Group has identified Five Priority Issues in its Basic CSR Policy and has been promoting activities that address those priority issues. The working group conducted interviews with outside experts regarding the expectations and demands on the Fujitsu Group, based on an awareness of global CSR standards and social issues.

Since 2015, we have seen a further ramping up of demand for initiatives aimed at responding to challenges on a global scale, including the adoption of the Sustainable Development Goals (SDGs) by the United Nations and the coming into effect of the COP 21 Paris Agreement related to climate change. Based on the outcomes of a new analysis of the issues, in light of the business changes within the Fujitsu Group, we have also re-calibrated our sustainability issues and our framework for those issues under the banner of Global Responsible Business (GRB).

The GRB framework aims to foster the mindset and corporate culture necessary to realize the Fujitsu Way by engaging in specific activities that address our priority issues and to earn and maintain the social trust that is a prerequisite for global business activities. All Group employees must be constantly aware that their companies are part of society and aim to not only pursue profits but also reduce the negative impact of their business activities on sustainability issues while maximizing the positive.

To achieve these objectives, we are undertaking specific actions toward achieving our targets by March 2026. Employees based at our headquarters, who are responsible for each of the priority issues, helped formulate these targets, while personnel in overseas regions with similar responsibilities also provided input. These actions will enable us to carry out activities at a higher level globally while still taking into account the differences between countries and regions in such areas as local laws and labor markets.

Note that with the enhancement of sustainability management, we have decided to integrate GRB into Materiality. The targets have already been set for GRB progress management through to the end of March 2026 and are included in Materiality progress management.

Raising Awareness and Disseminating Information Internally and Externally

To realize our corporate purpose, we engage in businesses that have a beneficial impact on resolving challenges in society, and to conduct our operations in a responsible manner throughout all business activities, we are implementing a range of measures to raise awareness and enhance our employees' understanding of GRB. In addition, we disseminate information outside the company to convey to stakeholders the Fujitsu Group's position on sustainability management and related initiatives.

- At internal and external events and presentations, we introduce the non-financial framework around Fujitsu's sustainability management and explain how we are implementing initiatives on a global basis, with an executive leader appointed to manage each key issue.
- Employee understanding is further enhanced through our intranet sites in both Japanese and English, which are updated as required by GRB operations staff.
- We use engagement surveys and questionnaires at events to collect employee feedback relating to sustainability, and use that feedback to inform policy formulation and implementation both internally and externally.
- In our business operations, we adopt materiality as a lens for helping customers solve their sustainability management issues. The proposal materials we provide include resources on materiality initiatives in areas such as the environment and well-being, and we encourage their use and deployment in frontline business.

Reference :

- [GRB \(Global Responsible Business\) Goals and Achievements](#)
- [Materiality](#)

GRB (Global Responsible Business) Goals and Achievements

GRB Goals and Achievements in FY2024

Human Rights and DE&I

Human Rights

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value". <Goals> • Prevent and mitigate Human Rights risks throughout our value chain • Conduct continuous Human Rights e-learning courses (maintain an attendance rate of 90% or more) • Hold annual Stakeholder Dialogue sessions • Work with our partners, customers and NGOs to establish activities that enable Human Rights, using Fujitsu's expertise and technologies
Major Achievements in FY2024	• Conducted e-learning on "Business and Human Rights" for new employees and career hires Attendance rate: 96% • Held a dialogue with external experts on Fujitsu Group's Business and Human Rights initiatives (March 2025)

Diversity, Equity & Inclusion (DE&I)

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"

Be a responsible business that reflects the diversity of our world. Build an inclusive and equitable culture where everyone belongs and can be completely themselves. We will celebrate difference and ensure that people can succeed regardless of their personal identity. Through inclusive design and innovation, we will endeavor to make a positive impact within society and empower each other to make the world more sustainable.

<Goals>

- Ensure all employees feel supported and respected at Fujitsu regardless of age, gender, culture, ethnicity, sexual orientation, identity, and ability
 - Employee engagement survey: Improve the average employee engagement score for the question on "Respect for individuals" by 7 points (to 80)
- Build an inclusive and equitable culture where everyone belongs and can be completely themselves
 - Employee engagement survey: Improve the average employee engagement score for the question on "Equal opportunity" by 4 points (to 74)
- Have equal representation of women in Fujitsu with an additional focus on leadership roles
 - Increase the ratio of women in leadership level roles to 20%
- Reflect the societies we work in, from executive level downwards and promote respect and tolerance to achieve a culturally aware and unbiased work environment
 - Build and deliver an integrated, holistic strategy for Culture and Ethnicity which is globally relevant and incorporates local initiatives
- Drive LGBTI+ inclusion best practice to support employees and their families across all Fujitsu locations
 - Implement FWEI (Fujitsu Workplace Equality Index) Standards to deliver opportunity and belonging for LGBTI+ colleagues
- Ensure that all employees, customers, and social stakeholders can use our solutions, products, services, and systems and can understand our communications
 - Advocate and improve digital accessibility as part of corporate strategy which covers brand communication, customer experience and workplace

Major Achievements in FY2024	- Employee engagement "Respect for individuals" improved by 73 points (+0 YoY) "Equal opportunity" improved by 72 points (+1 YoY) - Increased the ratio of women in leadership level roles to 16.8% (March 2025) - Conducted events that meet the needs of each country and region, taking into account cultural and ethnic backgrounds - Shared messages from top management to create an accommodating workplace environment for LGBTI+ employees; held "Pride Month" in each of our global regions - Developed an "Accessibility Statement" that covers brand communication, customer experience, and the workplace
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Well-being

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	A state in which each of us acts on our authentic values, and progresses for a brighter future through work and life. <Goals> - Each employee takes concrete actions toward the realization of their own well-being - Well-being: - Share messages about well-being to promote greater understanding - Internal communications to encourage individuals to take action on well-being - External release of our well-being practices and insights - Development of well-being indicators - Use of survey results to develop well-being indicators for each region and country and to inform policies - Occupational Health and Safety - Zero occurrences of serious accidents
Major Achievements in FY2024	- Shared messages to promote widespread understanding of well-being globally : Twice - Developed well-being indicators: Conducted a well-being survey in late November 2024 (Voluntary survey of all Fujitsu Group employees, domestic and overseas: 88,640 valid responses) - No. of serious accidents: 0

Environment

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Fujitsu will fulfill its social responsibilities as a global corporate SX leader. In addition to achieving our carbon neutrality goals, we will solve various environmental challenges by providing innovative solutions through co-creation with our customers. <Goals> - Fulfill our social responsibilities and help to resolve environmental challenges - Reduce greenhouse gas (GHG) emissions from Fujitsu facilities and the supply chain with the aim of achieving the Science Based Targets initiative (SBTi) Net-Zero Standard - Avoid risks associated with our business activities and minimize our impact on the environment - Help to resolve environmental challenges for customers and society through our business operations →Specific targets are set in the Fujitsu Group Environmental Action Plan (Stage XI)
Major Achievements in FY2024	- Greenhouse gas emissions reduction rate: - Actual 45.8% reduction (to 305,000 tons) compared to target of at least a 40% reduction (to less than 338,000 tons) (approx. 10.0% annual reduction against the FY2020 baseline) - Renewable energy usage ratio: Actual 47.5% compared to a target of at least 44% - Avoided risks and minimized our impact on the environment: - Water usage: Actual reduction of 46,000 m³ compared to a target reduction of at least 38,000 m³ Development of products and services that contribute to a Circular Economy (CE) business model: Implemented e-Learning on Circular Economy topic for Japan domestic front-office departments (approximately 25,000 participants). Hands-on "Sustainability for me" workshops were also held internally and externally for those interested in learning how to turn sustainability into a business opportunity. The workshops made for in-depth discussions and created business opportunities. [Supply Chain] - CO₂ emissions from electricity consumption attributable to product use: Actual 42.9% reduction compared to a target 10% reduction (against the FY2020 baseline) - Promotion of GHG emissions reductions in the supply chain: Emissions reduction targets (SBT WB2° C pathway-aligned) set by key suppliers 68% of suppliers that cover FY2022 total suppliers emissions, have set their emissions reduction targets. - CO₂ emission reduction and water resource conservation in the upstream supply chain: 100% completion of call to action for our key partners - Helped to resolve environmental challenges for customers and society through our business operations - Started working with 15 global suppliers in a project to decarbonize through inter-company data linkage using primary CO₂ emissions data

Compliance

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	To be a trusted corporate group that is chosen by stakeholders for investment, business transactions, and employment, while fulfilling its role as a model for society by ensuring that officers and employees within the Fujitsu Group all conduct their business activities with a high level of compliance awareness <Goals> • To ensure that the entire organization is familiar with the Fujitsu Way "Code of Conduct," the Global Compliance Program (GCP) will be implemented throughout the Group to instill a high level of awareness toward compliance. The management team will take the lead in fostering a corporate culture of Zero Tolerance where employee misconduct will not be permitted. We will expand our corporate activities in accordance with the GCP and also seek the understanding of all stakeholders involved in our business. • In the Ethics survey, increase the percentage of employees in the 'low risk' category by at least 10% from its current level • Prevent bribery and cartel from occurring
Major Achievements in FY2024	• Investigated implementing an Ethics survey starting FY2025 • Confirmed cases of bribery and/or cartel activity: 0 (Total penalty charges: JPY 0)

Supply Chain

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	The Fujitsu Group will realize a responsible supply chain that takes into consideration human rights, health and safety, and the environment and also ensures diversity. <Goals> • Prevent and reduce human rights risks in the supply chain • To prevent problems from occurring, create a system that promotes visualization of suppliers and identification of issues in parallel with requests for compliance with procurement guidelines • Promote GHG emission reductions in the supply chain • Request key suppliers to set numerical targets in line with international standards in order to jointly promote GHG emission reductions • (The goal is for key suppliers to set SBT WB2° C-aligned emissions reduction targets) • Ensure supply chain diversity • Establish diversity indicators and activities based on the social needs in each region and country • Create a system to measure the status of supplier initiatives, with activities in Japan defined as women's empowerment
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Major Achievements in FY2024	• Prevented and reduced human rights risks in the supply chain • Obtained written consent to the content of our Sustainable Procurement Policy from 482 suppliers • Promoted GHG emission reductions in the supply chain • 68% of our suppliers have set emissions reduction targets based on FY2022 emissions • Started working with 15 global suppliers in a project to decarbonize through inter-company data linkage using primary CO₂ emissions data • Ensured supply chain diversity • Achieved procurement KPIs in the UK, Americas, and Oceania from companies with a diverse set of attributes (eg, SMEs, women-owned/led businesses, minority-owned businesses) • Held an online seminar on empowering women in business (some 400 companies participated) • Asked companies to register in the Ministry of Health, Labour and Welfare's "Database on Promotion of Women's Participation and Advancement in the Workplace" (279 companies registered)
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Community

"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	Every employee is increasing their empathy for social issues and engaging in activities through collaboration and co-creation with a wide range of stakeholders, making a significant and positive impact on society, thereby creating growth opportunities for Fujitsu and contributing to the realization of Our Purpose. <Goals> • Foster our corporate culture for community activities (*1) and make an impact on society • Employees participate in community activities (20% of employees)
Major Achievements in FY2024	• Employees participated in community activities (30.7% of employees)

*1: Community activities; Activities aimed at creating value by resolving challenges in society through global cooperation with local communities, which are important stakeholders

[Click here for "GRB \(Global Responsible Business\) Goals and Achievements for FY2022"](#)

- [GRB \(Global Responsible Business\) Goals and Achievements in FY2022](#)

United Nations Global Compact

Fujitsu announced its support of the United Nations Global Compact in December 2009 (*1). The Fujitsu Group is committed to global sustainability Activities that uphold the 10 principles of the Global Compact. Through this commitment, we will meet the demands of various stakeholders in international society, and uphold responsible management as a true global ICT company contributing to the creation of a sustainable society.



*1: We have been reporting our COP (Communication on Progress) at the Advanced Level since FY 2012.

The 10 principles of the UN Global Compact

The UN Global Compact consists of 10 principles in the four areas of human rights, labor, the environment, and anti-corruption with which companies should rigorously comply.

Human Rights	• Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and • Principle 2: make sure that they are not complicit in human rights abuses.
Labor	• Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; • Principle 4: the elimination of all forms of forced and compulsory labor; • Principle 5: the effective abolition of child labor; and • Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment	• Principle 7: Businesses should support a precautionary approach to environmental challenges; • Principle 8: undertake initiatives to promote greater environmental responsibility; and • Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	• Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Please refer to the "GRI Standard/UN Global Compact (GC) Index" for the relationship between our sustainability activities and the United Nations Global Compact, as described in the "Sustainability" sites and "Fujitsu Group Sustainability Data Book".

- [Sustainability](#)
- [Fujitsu Group Sustainability Data Book](#)
- [GRI Standards / United Nations Global Compact \(UNGC\) principles Comparison Table](#)

External Recognition and Awards

Fujitsu's sustainability initiatives consistently receive high praise from various external organizations. This includes selection for major stock indices related to ESG investing, and the receipt of certifications and awards from international external bodies and organizations.

ESG Indices

MSCI Selection indexes (World)

These world-renowned ESG (Environmental, Social, Governmental) indexes were developed by global stock index provider MSCI. Companies with outstanding ESG performance are selected for the indexes, and Fujitsu has been continually included.



FTSE4Good Index Series

FTSE is an investment-related organization established by the London Stock Exchange which has created this globally-recognized SRI index that evaluates companies based on their environmental, social and governance practices. Fujitsu continues to be elected.



June 2025

ESG ratings, awards, and certifications

MSCI ESG Ratings "AAA"

MSCI's ESG survey measures exposure to industry-specific ESG risks and risk management capabilities relative to peers. our company won the top prize of "AAA."



CDP Supplier Engagement Rating

CDP evaluates companies responding to the CDP climate change questionnaire for supplier engagement practices on GHG emissions and climate change strategies. As the rating for 2024, Fujitsu was selected for "Supplier Engagement Leader Board".



EcoVadis "Bronze"

EcoVadis' global collaboration platform for corporate sustainability assessments. Member companies use it as a tool to evaluate the sustainability performance of their suppliers. Approximately 150,000 registered supplier companies are assessed based on a sustainability scorecard encompassing 21 criteria across four areas: Environment, Ethics, Labor & Human Rights, and Sustainable Procurement.



ISS ESG Corporate Rating

Corporate rating on environmental, social and governance by ISS ESG, responsible investment arm of ISS STOXX. The ratings have conferred Prime Status on Fujitsu since 2011.



Sustainability Yearbook “Member”

S&P Global annually evaluates the sustainability efforts of the world's leading companies by scoring them on a total of 100 points from governance & economic, environmental, and social dimensions based on its corporate sustainability assessment, and selects the top 15% of the top-rated companies in each industry for inclusion in The Sustainability Yearbook. This year, more than 9,300 companies worldwide were evaluated, and 759 companies were selected. Fujitsu was selected as a member in the field of IT Services.



ESG Transparency Award “Excellence”

Fujitsu's commitment to sustainability has been recognized with the prestigious EUPD ESG Transparency Award in the 'Excellence' category for our Sustainability Databook 2024. This recognition from leading German management consultancy EUPD validates our strategy. It recognizes the transparency of our report and underlying sustainability goals and measures and reinforces our commitment building a sustainable future.



ESG Top-Rated Companies

Selected by Sustainalytics, a global ESG rating agency, as one of the 2025 ESG Top-Rated Companies with the lowest risk of significant financial impact due to ESG factors, in the categories of "Industry Top Rated" and "Region Top Rated."

- [Fujitsu Group named 'Industry Top Rated' and 'Region Top Rated' in Sustainalytics' ESG Risk Ratings](#)

The status of ESG stock indices used by the Government Pension Investment Fund (GPIF)

Fujitsu is selected for all six ESG indices used by GPIF.

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX



FTSE Blossom
Japan Sector
Relative Index

