



Global Responsible Business

— Well-being —

The Fujitsu Group aims to enrich and continuously improve our positive health culture where our employees can work to their full potential, both in mind and body. We value the importance of our people, and will strive to enable them to succeed in their own personal development and growth.

Well-being

WHAT FUJITSU ASPIRES TO BE

A state in which each of us acts on our authentic values, and progresses for a brighter future through work and life.

GOALS FOR FY2025

Well-being: Each employee takes concrete actions toward the realization of their own 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 & Safety:

- Zero occurrences of serious accidents

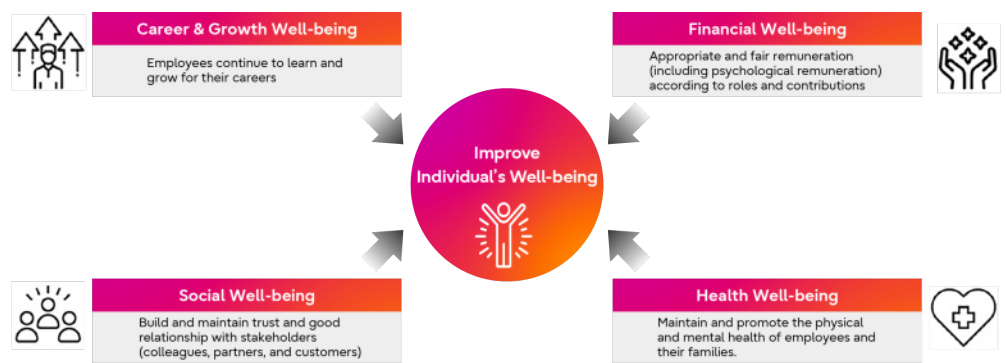
Fujitsu Group believes our employees' Well-being is

Fujitsu has established "Improving people's well-being" as a materiality (a key issue that the organization prioritizes working on). We are actively developing policies for the enhancement of well-being, so that we can provide solutions and services that contribute to the improvement of people's well-being in society, while also enabling all our employees who provide those solutions and services to demonstrate their abilities to the fullest.

We believe our employees' well-being is "A state in which each of us acts on our authentic values, and progresses for a brighter future through work and life." We believe that emphasizing an individual's contentment and satisfaction in life, not transitory happiness, and accepting a variety of different value systems will lead to the continuous development in the Fujitsu Group.

As elements making up well-being, the Fujitsu Group emphasizes four categories of well-being: "Career & Growth Well-being", "Financial Well-being", "Social Well-being", and "Health Well-being." The well-being we aim for is a state in which

these elements of well-being mutually influence and complete one another, allowing each employee to pursue self-actualization through work and genuinely feel their own growth and satisfaction.

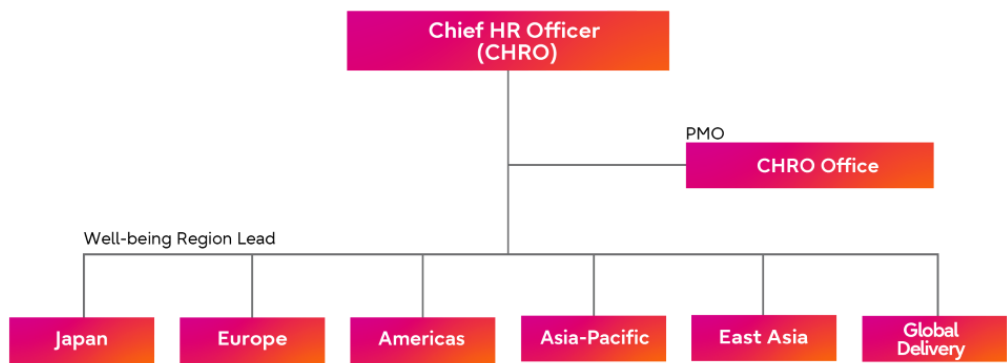


Four Key Elements of Well-being in the Fujitsu Group

*: The theme color of the Fujitsu Group's Well-being Activities is Magenta Orange. Magenta represents deep warmth and creativity, and Orange represents moving perpetually forwards.

Promotion system

Well-being activities are reviewed by the Sustainability Management Committee, which meets semiannually to confirm the progress of activities and achievement of targets, and to discuss new activities. The results are reported to the Management Committee. The Chief HR Officer (CHRO) is placed in charge, with the PMO (CHRO Office) responsible for planning and promotion. Regional leaders are appointed from each region to promote specific measures and activities in each region.



Fujitsu Well-being committee

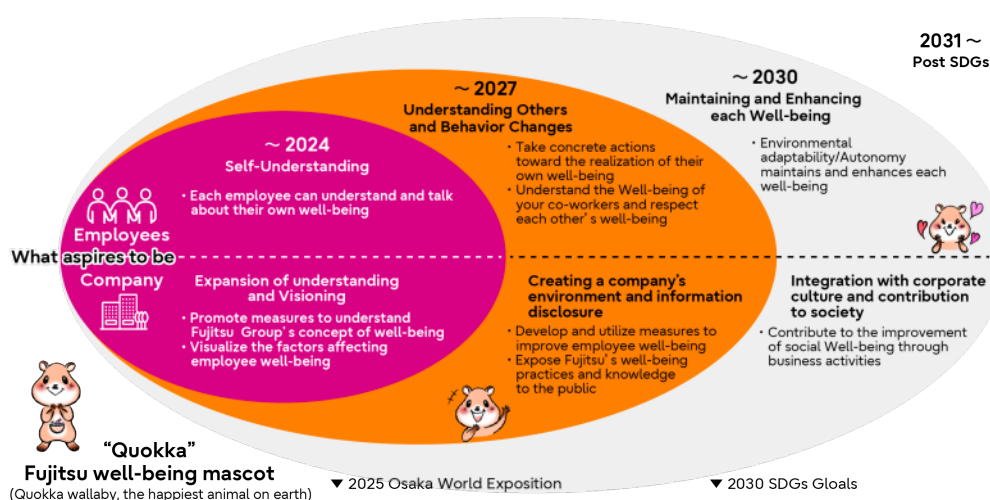
Goals and Results

Well-being Story by 2030

The Fujitsu Group has defined three steps to achieving well-being for its vision for 2030 "Integration with Corporate Culture and Contribution to Society." Our vision for 2030 is a state where every Fujitsu employee can have a sense of well-being as their activities contribute to the enhancement of well-being of the whole company. This will lead to the realization of the Fujitsu Group's purpose of making the world more sustainable by building trust in society through innovation.

Currently, we are aiming to enable each employee to understand their individual values, and implement concrete actions to achieve their well-being, while also respecting the well-being of their co-workers and mutually supporting one another.

Additionally, we have prepared systems and programs that support the enhancement of employee well-being, and we actively publish the practice and findings internally and externally.



Well-being Story by 2030

Major Initiatives in FY2024 (Results)

1. Promote understanding of well-being

Well-being session (September 2024, March 2025)

The Fujitsu Group holds regular internal sessions to deepen each individual employee's understanding of well-being. In September 2024, we implemented "Let's dig deep into our well-being: Are there any gender differences?" (online participants: about 470, archive viewers: about 630). In this session, participants discussed their own conceptions of well-being and how other's idea of well-being may differ, thereby deepening understanding of their own values and beliefs. In March 2025, we implemented "Let's dig deep into our well-being: Finding opportunities for growth." (online participants: about 330, archive viewers: about 150). In this session, we thought about the relationship between self-growth and well-being, and engaged in exchange of ideas regarding specific behaviors for achieving well-being.



Global message for the International Day of Happiness

On March 20, 2025, International Day of Happiness, Fujitsu CHRO Hiramatsu delivered a message to roughly 120,000 employees, including global employees, looking back at the Fujitsu Group's initiatives in its story of achieving well-being. He also included a message about the state of well-being we want to achieve based on the insight gleaned from the well-being survey analysis results indicating that there was a tendency for employees with higher sense of self-actualization to feel a greater sense of well-being.



2.Data-driven visualization and analysis

Implementation of the well-being survey

We conducted a well-being survey of the Fujitsu Group employees within and outside Japan between November and December 2024 with the purpose of visualizing the factors influencing well-being and formulating and deploying the results of data analysis into actual HR policies.

Purpose	• Ascertain the extent to which employees feel their well-being. • Design and execute policies for the enhancement of well-being based on the survey results.
Target	• Volunteer survey of Fujitsu Group employees, including employees abroad (valid respondents: 88,640)
Period	• November and December 2024

From the results of the company-wide survey, we can see that the feeling of well-being depended on sexual and occupational characteristics, as well as differing by region and country, with a particularly noticeable difference between employees abroad and employees in Japan. Since this demonstrates that the items emphasized in well-being are similarly diverse, we will dig deeper with our analyses and investigation moving forward, as we look into practical methods befitting individual regions and countries and policies that will lead to enhanced well-being.

Messages about actual practice and findings

Based on the results of the 2023 well-being survey, a talk entitled “Toward becoming the No.1 company in well-being: Well-being and women’s participation” was held at the 6th Nikkei Well-being Symposium held on October 4, 2024. The talk discussed initiatives and issues in job-based personnel, diverse working styles based on work-life shift introduction, and encouraging women’s participation as part of Fujitsu’s strategy to become the No.1 company in well-being, as well as how those initiatives and issues can lead to the creation of innovation.

Nikkei Channel: You can watch an archived video of this talk.

Broadcast: October 4, 2025



*: Well-being Initiative: An initiative started in 2021 by Nikkei Inc. in collaboration with the Wellbeing for Planet Earth Foundation, volunteer companies, experts and other groups.

Activities in each category

- **Career & Growth Well-being**
- **Financial Well-being**
- **Social Well-being**
- **Health Well-being**
- **Occupational Health and Safety**

Career & Growth Well-being

Policy

We are working to expand growth opportunities for our employees, aiming to become a company that creates innovation in every corner of society by bringing together a diverse range of internal and external human resources with agility, in order to realize our company's purpose to make the world more sustainable by building trust in society through innovation. So that we can achieve a sustainable world, Fujitsu is focusing on creating an organization that brings together a diverse group of people with expertise and experience, leveraging the technology areas in which the company has always excelled. In addition, to support each employee's autonomous learning and growth rather than providing uniform training from the company, we offer a wide range of learning and career options based on common global policies. We support employees to become their desired selves by revising systems, promoting reskilling and upskilling in accordance with the transformation of our business portfolio, and provide an environment that enables each employee to act autonomously with a sense of fulfillment emphasizing improvements in employees' sense of job satisfaction and engagement.

To Achieve Career Ownership

We introduced a personnel system at our domestic group companies in April 2022 based on the concept of "job-based human resource management" that encourages each employee to take on challenges and grow as an individual. To realize Fujitsu's purpose and the personal purpose that each employee articulates through "Purpose Carving," we fully overhauled our human resource and training systems so that both the company and employees will be able to grow together based on a relationship that fosters autonomy and trust.

Under this job-based human resource management system, we offer the Fujitsu Career Ownership Program (FCOP), a set of programs that cultivate career ownership in individual employees and support growth and the tackling of new challenges.



Relationship Between Employees and the Company



Framework for Supporting the Career Realization of Each and Every Employee

FUJITSU Career Ownership Program (FCOP)

FCOP is a support program to help each Fujitsu employee to realize a fulfilling career while exercising ownership over their own careers.

As one example of FCOP in action, about 34% of our employees in Japan participate in the Career Cafe, a place for peers of the same generation to share ideas and receive new career inspiration. We also introduced a Career Ownership Assessment in FY2022 to determine the current level of an employee's career ownership. One out of every three employees now utilizes this assessment.

From April 2023, we also introduced LinkedIn Learning (*1) as a global learning platform. More than 96% of employees use this platform, which has fostered a culture of self-directed learning.

Additionally, about 3,000 employees in Japan annually have been transferred through our in-house posting system as part of their own efforts in working toward desired positions. The introduction of in-house internships and internal side jobs also provides support for employees taking on new challenges, providing opportunities to gain various experiences that extend beyond our organization.

Over 1,300 employees annually use our counselling system with in-house career counsellors, as we support employees' activities inside and outside the company for their career achievement. To further encourage career dialogue, we also provide mentoring opportunities with senior employees from other departments and have expanded training programs for supervisors to facilitate their skills for one-on-one career dialogues with employees.

In these ways, the various FCOP programs have steadily increased employees' awareness, understanding, and practice of career ownership.

- *1: LinkedIn is a trademark or registered trademark of LinkedIn Corporation.

Initiatives Supporting Fujitsu Uvance

In order to advance Fujitsu Uvance, the business brand that we have set forth to realize a sustainable world, we need people with expertise and the ability to implement change that will enable us to face and solve the issues facing society and customers. Through various initiatives, we support the realization of Fujitsu Uvance and our purpose from a human resource perspective.

Expansion of Uvance Wayfinders

Uvance Wayfinders does not only provide technological tools, but provides a new form of foundational consulting. By offering comprehensive support to ensure that cutting-edge technology gets results, we dutifully implement everything in parallel with our client's managers, all the way through actualization of reform. Also, our actions demonstrate "Customer first" mentality, as we grow sustainability value across the whole society through reform. To that end, we intend to distinguish ourselves from other firms, even in the strengthening of consulting personnel, by reskilling personnel with a technology background and linking together their strengths.

Fujitsu Innovation Circuit

Started in November 2021, the Fujitsu Innovation Circuit is a program that seeks to make Fujitsu a place where anyone can rise to a challenge, where learning from challenges is a practical attitude, and where supporting those who are taking on challenges is a natural thing, all with the goal of creating "intrapreneurs" (in-house entrepreneurs) who will lead Fujitsu into the future and create the world we envision with Uvance.

In the "Academy" program, in which Yasuhiro Yamakawa, Associate Professor of Entrepreneurship at Babson College in the United States, acts as supervisor and lecturer, a total of 1,198 participants have learned an entrepreneurial mindset through seven terms. In the "Challenge" program, where participants actually practice the creation of a new business, 37 ideas have been received through five terms. Up to this point, 6 ideas have been commercialized, including those from the Fujitsu Launchpad established in July 2022 to incubate and launch the business ideas coming out of the "Challenge" program.

Global FDE

Global Fujitsu Distinguished Engineers (below, "Global FDEs") are the technological face of Fujitsu, spearheading solutions to our customers' business challenges by leveraging their superior technological capabilities. Recognized as the pinnacle of Fujitsu Group engineers by common global standards, they participate in the formulation of our business and technology strategies.

The Fujitsu Group has established the seven certification areas of networks, cybersecurity, AI, data, computing, hybrid IT and project management, which are the future key technology areas of our new business. As of FY2024, a total of 32 Global FDEs were certified.

Furthermore, we will position it as a benefit and career path for engineers who contribute to business strategy and customer value creation in conjunction with a job-based personnel system.

Reskilling

Fujitsu implements reskilling training for Business Application business expansion of Fujitsu Uvance's "core technology platforms that support cross-industry efforts." In the particularly high-demand 3S areas (SAP, ServiceNow, Salesforce), we have bolstered our domestic resources through classroom training, including 3S overviews and leadership programs, and approximately half a year of training with OJT. Up to this point, we have reskilled several hundred employees, contributing to rapid deployment in the workplace department.

Additionally, in FY2024, several hundred people attended seminars on the basics of delivery and programs using Chat AI, as we aim for rapid deployment in our plan to undergird and strengthen our delivery resources in connection with our plan to shift roles from delivery to technology consulting.

Regarding the program's quantitative business impact,

3S reskilling program: rapid deployment in high-demand 3S (especially SAP) areas, several hundred people

Reskilling program for delivery roles: undergird and strengthen delivery resources in connection with our plan to shift roles from delivery to technology consulting, several hundred people

DataPractice

"DataPractice" is the collective term for a series of programs designed to promote behavioral change in individuals and organizations toward the realization of the data-driven management, which is Fujitsu's vision.

The "data-driven management experiential program (Insight Carving)," one of the main programs, aims to foster shared awareness and enable employees to speak on their own data-driven value, by giving them virtual experience with data-driven management that uses real-time data. It commenced in the end of FY2023 under the leadership of upper-level management, with roughly 2,000 participants from up to middle management by the end of FY2025.

In addition to encouraging bold challenges in data-driven ideas, we hold a program called the "DDM Award" which shares and awards examples of particularly excellent internal practice. The number of participants in the data analysis competition has increased dramatically from 95 in FY2022 to 168 in FY2023, ultimately to 680 in FY2024, demonstrating the spread of proactive initiatives across organizations and occupations. In FY2024, we also welcomed participants from outside the company, with roughly 2,000 participants at the grand prize pitch and award ceremony held in an online-offline hybrid fashion. We aim for even more participants and greater value add moving forward, as we progress into planning for the ceremony in FY2025.

Furthermore, we are pushing for continual initiatives in reform, by developing a program to monitor the progress of organizational maturity and behavioral change, and to define a concrete action plan for the goals.

We are also considering whether to provide these programs and insights accumulated through internal practice to our customers. Through DataPractice, we can support data utilization in our customers' businesses, and even contribute to the creation of new value.



Promotion Structure

We are building a system to promote human resource development measures in a globally integrated manner in order to realize our purpose. The Engagement & Growth Division is in charge of human resource development in line with company-wide management policies, while the Human Resources Development division in each business unit is responsible for human resource development in line with divisional strategies and business needs, and clarifies human resources and skills to be strengthened and plans training measures. In October 2022, the Skill Ownership Office (SOO) was established as an organization dedicated to employees' skill development. The office consolidates the reskilling and upskilling opportunities across the company to promote human resources capable of leading Fujitsu's business globally, with the aim of achieving Fujitsu Uvance.

In addition, we are promoting knowledge sharing on a global basis in cooperation with the human resource development departments in each region, and supporting all employees to learn and grow through a combination of region-specific and local measures.

The execution of highly specialized training and education is handled by Fujitsu Learning Media Limited, a Group company that provides human resource development services.

Key Initiatives in Regions Outside Japan

GRiP Managers' Well-being Workshop Series in Global Delivery Business Group

The Global Delivery Business Group held the "GRiP Managers' Well-being Workshop Series," to support the mental and emotional health of its managers. The workshops covered topics such as stress management, work-life balance, resilience building, and empathetic leadership, with approximately 500 managers participating. Participants were provided with practical tools for self-care, effective communication techniques, and fostering a positive workplace culture. Through the workshop, the aim is for managers to prioritize their own well-being while navigating daily work challenges, raise awareness of their team's mental health, and ultimately achieve a more fulfilling work experience for themselves and their teams.



Implementing Management Training in China



Fujitsu (China) Holdings Co., Ltd. conducted management training in September 2024 to strengthen the leadership skills and career advancement of its managers. The course focused on strategic planning, team management, and innovative thinking, providing practical learning opportunities and expert guidance to support internal career progression. In August and October 2024, training sessions were also held for newly appointed managers to enhance their management skills, promote efficient team building, and foster strategic thinking capabilities, further reinforcing initiatives aimed at career development and advancement.

FY2024 Performance

Table. Average Annual Hours Spent Learning and Annual Cost of Learning Per Employee (Fujitsu and its Group companies (including globally))

	Total Average
Average Annual Hours Spent Learning	47.6 hours
Annual Cost of Learning	100,200 yen

Financial Well-being

Performance Evaluation and Compensation

Personnel Handling based on Position-based HR Management

To achieve our purpose, the Fujitsu Group aims to be an organization that fosters innovation throughout society. We strive to quickly and agilely assemble our talented individuals from across the Group, united by a shared goal: to solve the challenges faced by our customers and society at large.

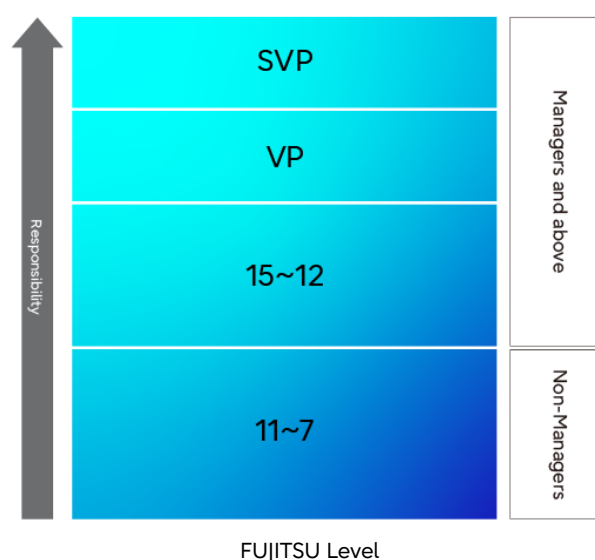
To foster "career ownership," where employees take on challenges and grow with their own motivation, and to achieve an organizational design and personnel placement system that aligns the right talent with the right positions based on our vision and strategy, the Fujitsu Group promotes Position-based HR Management as a global human resource platform. This initiative supports the growth and actions of each employee.

Within the HR System based on Position-based HR Management, we have established the "FUJITSU Levels". This framework clearly defines the duties and staffing requirements of each job, classifying them based on their occupation and responsibility levels.

The FUJITSU Level framework determines the corresponding levels of remuneration. Bonuses are awarded based on evaluations for FUJITSU Level 15 positions and below.

For executive positions of FUJITSU Level VP and above, we are implementing an STI(*1)/LTI(*2) scheme that is more closely aligned with performance outcomes. This scheme will also apply to executives both in Japan and overseas. Remuneration levels are set with the goal of attracting and retaining a diverse and talented workforce. These levels will be reviewed as needed to ensure competitiveness against global corporate benchmarks. For example, in April 2023, we increased the average monthly salary by approximately 10%. Future remuneration levels will be adjusted appropriately based on market fluctuations.

We are also focused on implementing a flexible yet attractive compensation system, where for some



occupations and key areas of the business, we have introduced sales incentives and a compensation system for high-level specialist positions.

*1: Short Term Incentive: Remuneration set based on the level of achievement of one-year performance targets, etc.

*2: Long Term Incentive: Remuneration set based on the level of achievement of medium-to-long-term performance targets, etc.

Evaluation System for Driving Employees' Independent Challenge and Growth

Fujitsu's "Connect" global common evaluation system aims to align Fujitsu's purpose with the individual aspirations of each employee. This alignment fosters individual growth and maximizes the impact on the organization, customers and society.

Connect features three key elements. The second element, in particular, involves regular one-on-one meetings and quarterly Connect Conversations between team members and managers. These meetings focus on providing feedback on individual performance reviews and future growth. In the last quarter of FY2024, around 85% of employees had a Connect Conversation.

(1) Creating focus area

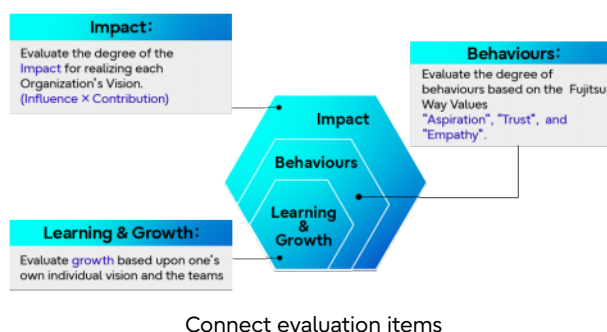
"Focus area" represents the strategic policies and goals for each business period, aligning with Fujitsu's Medium-term Management Plan and organizational vision.

Team's focus areas are established based on the team's goals, and shared with all team members to maximize team performance.

Each individual's focus areas are created as challenging goals, mutually agreed upon in the Connect Conversation between a team member and a manager.

(2) Frequent one-on-one meetings and quarterly Connect Conversations

At least once per month, meetings are held one-on-one between team members and managers, with individual selection of the required topics, including review of recent performance and other matters that may not be discussed on a daily work basis. In addition, every quarter, another one-on-one meeting called Connect Conversations are held to discuss individual performance and future growth and career development from a mid-to-long term perspective. Fujitsu highly values the realization of "Aspiration", "Trust" and "Empathy" as the key values of the Fujitsu Way, which underpins Fujitsu's medium- and long-term value structure.



Accordingly, within the "Connect" system, employees are assessed on their "Impact", "Behaviours" and "Learning & Growth" relative to achieving each organizational vision and Fujitsu's purpose. (See figure at right.) Further, feedback on an individual's performance may be gathered from project leaders and related departments to understand a range of factors and assist final evaluation decisions. This allows a manager to gain a multifaceted understanding of workplace relationship factors such as leadership and ability to collaborate, aspects that may be difficult to reflect in a manager-only evaluation. These form comprehensive feedback to the individual employee on their performance and strengths, plus areas for improvement. Managers are subject to an engagement survey in which their team members indicate their trust in the manager. Additionally, "people discussions" are conducted within each organizational unit to discuss measures aimed at the future growth of each employee and to validate the evaluations.

(3) Using evaluations for remuneration and career development supports

Using the evaluation results in considerations of remuneration and career development supports enables us to create mechanisms that ensure consistent personnel management and maximize the growth both of individuals and the organization. This, in turn, can have a significant impact on the organization, customers and society at large.

Employee Benefits Program

The Fujitsu Group has programs in place that are suited to the lifestyles of employees and their families and are designed to enable them to achieve a sense of well-being.

As part of the trend toward more diverse and flexible ways of working, and to allow employees to make their own choices, Fujitsu introduced the "F Life+" cafeteria plan(*3). In line with the belief that active work, challenges and personal growth for every employee will lead to growth and development for the company, we have established various incentives to provide medium- to long-term motivation. These include a defined contribution pension plan, an employee shareholding association, a property accumulation savings plan, and group insurance benefits. Additional programs implemented by Fujitsu provide support in the areas of housing, medical care, healthcare, and childcare and nursing.

*3: Cafeteria plan:

A system under which employees select the employee benefits they want or need from a diverse menu prepared by the company, taking advantage of the chosen options by using "employee benefits points" awarded by the company.

Shareholding Plan

The Fujitsu Employee Shareholding Association enables employees to purchase Fujitsu shares through contributions of greater than 1000 yen deducted from salary or bonuses. Subscription is voluntary, but, as an encouragement, Fujitsu

provides between 3% and 10% of the monthly contribution value, according to length of subscription period. Through this system, employees can build long-term assets. Also, an individual employee who holds Fujitsu shares will have a heightened sense of participation and responsibility for corporate growth, ensuring alignment of employees and management with the goal of increasing corporate value.

Key Initiatives in Regions

GRiP Financial Well-being Workshop Series in Global Delivery Business Group

Fujitsu's Global Delivery Business Group held the GRiP Financial Well-being Workshop Series to support the financial independence of each and every employee in building a safe and secure financial base. 800 employees have participated in workshops on topics such as budgeting, saving, investment, debt management and overcoming financial insecurity, receiving practical advice from finance experts to assist in smarter financial planning and decision-making. Participating employees said that they enjoyed the lively Q&A sessions and sharing of experiences; they not only learned how to create sound financial habits, but also how to reduce money stress and be more proactive in managing their own finances.



Social Well-being

Work Environment

Promoting New Ways of Working with 'Work Life Shift' Under the New Normal

In these uncertain times, Fujitsu is promoting Work Life Shift as the New Normal to generate higher employee productivity than ever before, while ensuring that creativity and innovation continue to grow. Work Life Shift is a concept that achieves employee Well-being by not only focusing on 'work', but by completely shifting the 'job' and the 'lifestyle'. We are implementing various initiatives, both in terms of personnel systems and workplace environment changes, that will allow us to create and deliver value for our customers regardless of location or time and that will enable the ongoing transformation of Fujitsu itself. The Work Life Shift offering consists of three key categories: Smart Working, Borderless Office, and Culture Change.

Smart Working

Employees of Fujitsu Group companies in Japan work principally on a teleworking basis (excluding those in manufacturing facilities and those assigned to customer sites). Our employees enjoy an optimal work style that allows them to choose flexible working hours and a work location that suit the characteristics and objectives of their work tasks as well as their lifestyle.

Borderless Office

Freed from the constraints of working in a traditional fixed workplace, employees can select a location that ideally matches the required task – be it their home, a hub office, a satellite office, or other appropriate workspace.

Culture Change

People management founded on high levels of employee autonomy and trust will generate maximized team performance and enhanced productivity.

Announcing Work Life Shift 2.0 -- DX Company Work Styles that Cater to Everyone's Well-being

In October 2021, Fujitsu announced Work Life Shift 2.0 as a way to achieve a true hybrid work style that includes the effective use of real communication in the office and also aims to provide workers a more fulfilled life. The new version puts in place more advanced measures that reflect both employee feedback and issues that arose when the original Work Life Shift was implemented.

1. Practical Hybrid Work and the Evolution to “Experience Place”

As we look towards a post-COVID future, the office is evolving from the workplace of the past to an “experience place” that offers experiences only available at the office. New ways of using the office provide greater collaboration through real communication as we transition to a true hybrid work style that combines the real with the virtual.

2. Evolution of Work Styles for a DX Corporation

At Fujitsu, we are making the value of the various experiences gained from putting hybrid work into practice visible as data as we move towards a work style that boosts productivity while allowing for greater creativity. We are also further stepping up our collaborations with other corporations and local governments who support the Work Life Shift concept and contributing to the resolution of problems for our customers and the community more broadly.

3. Enabling Work-Life Synergies

By leveraging flexible work styles to make workers' home lives more fulfilling, we are generating synergies and promoting new value creation, as well as achieving greater engagement and improving the well-being of all our employees.

Fujitsu Telework System

In April 2017, Fujitsu formally introduced a telework system that allows for flexible ways of working that are not tied to a specific location. This system is available to all Fujitsu parent company employees in Japan and includes working from home or a satellite office as well as working during business trips.

The telework system facilitates business continuity in emergency situations such as the spread of infectious diseases and during natural disasters, providing for work innovations such as holding online meetings and digitizing written materials. It also provides an environment that makes it easier for employees with other commitments, such as raising children or caring for relatives, to continue working, helping Fujitsu to support and retain valuable personnel.

- Goals of the System

- To boost individual productivity and maximize the benefits of team work
- To build an environment that supports continued participation by a diverse range of staff
- To ensure business continuity and rapid responses to disasters

Initiatives Aimed at Reducing Long Working Hours

The Fujitsu Group aims to improve the well-being and productivity of every employee through a variety of initiatives aimed at reducing long working hours. By promoting Work Life Shift, we aim to implement practical hybrid work modes that combine real and virtual work to suit job goals, thereby improving productivity and creativity in work styles that create new value.

- Examples of specific initiatives aimed at reducing long working hours:

- Creating mechanisms to balance the workload across each day (canceling core time in flex time systems and utilizing breaks and restarts)
- Promoting refresher periods (setting a recommended number of annual leave days to suit the summer and New Year breaks)
- Using push notifications relating to working hours (sending alert e-mails regarding overtime work, displaying pop-up messages in punch in/out systems regarding health and communications for people working long hours)
- Improving management (management education on working hours)

Support for a Healthy Work-Life Balance

Fujitsu and its domestic Group companies aim to generate new forms of value through Work-Life Synergies. We support each employee's efforts to enrich their career with initiatives in areas such as childcare and nursing care.

1. Childcare

- Childcare leave (available until the day prior to the child's 1st birthday, but extendable until the first April 20th following the child's 2nd birthday depending on the availability of day care)
- Paid childbirth support leave (up to 20 days (4 weeks) can be taken by spouses or partners up to 8 weeks before or after the birth of the child)
- Use of annual leave is permitted during childcare leave (up to 20 days (4 weeks) can be taken)
- Paid child illness/injury leave (to provide nursing care, accompany the child for vaccinations or health checks, take part in school events, etc.)
- Childcare reduced working hours system (up to March 31 in Year 6 of elementary school; can reduce by a maximum of 2 hours per day)
- Remote working (support for raising a disabled child, single parents, or families where a spouse is posted overseas)
- Cafeteria Plan (can be used for childbirth preparation, and to purchase babycare products such as diapers and breast pumps, or children's supplies)
 - Childcare options (babysitting, nursery school and household help expenses) are available for double points under the Cafeteria Plan
- Release of childbirth and childcare guidelines and a handbook for working parents

2. Caregiving

- Caregiving and care preparation leave (up to 1 year in total per family)
- Family care leave (up to 20 days (4 weeks) available)
- Reduced working hours for caregiving (until the issue requiring care is resolved)
- Remote work (family caregiving/nursing)
- Training in basic knowledge for working while caregiving, and deployment of tools that support balancing work and caregiving
- Release of Handbook on Managing the Balance Between Work and Caregiving Responsibilities
- Establishment of a contact point for advice

VOICE Program

The Fujitsu Group launched the VOICE Program in October 2020, as a project to "not only listen indirectly to customers' 'voices', but also listen more directly and more often" as well as to "directly link the opinions of all Fujitsu Group employees to management". The concept of VOICE is symbolized by the slogan "change one's voice into a force and create a wind of change". This is an activity that aims to heighten corporate competitiveness by collecting the 'voices' of customers and employees and – by using them to speed up decision-making in business activities – thereby change behavior, raise awareness, and generate encounters.

As part of efforts to enhance the workplace environment, we periodically conduct surveys related to Work Life Shift and the results are reflected in a range of measures that leverage the VOICE program, such as business process reforms and the review of systems and operations. This leads to improvements in employee experience and employee engagement.

Measures to Enhance Communication

Labor Relations

Fujitsu has a union shop agreement with the Fujitsu Labor Union. Based on this, we hold discussions on various conditions of employment conditions and explain management policies and business conditions, along with business reorganization and other matters, to employees through regular and ad hoc meetings such as the Labor Council or Productivity Council. These agreements also stipulate the collective bargaining rights of the union.

In Europe, the Fujitsu European Labor Relations Council Annual General Meeting has taken place every year since 2000, with the overall financial conditions of the Fujitsu Group and other issues shared with employee representatives from Fujitsu Group companies.

Fujitsu has established a consultation service as a contact point for queries to the Human Resources and Administration Units. This is part of a structure that is designed to make it easy for employees to seek guidance on human resource and administrative programs.

In-house Social Media Network

The Fujitsu Group uses an in-house social media network to strengthen the ties between people all around the world, enabling diverse and talented employees to engage in communication that goes beyond the organization. As communities become more diverse, this network offers spontaneous forms of communication for employees that extends beyond mere interchanges within the organization, encouraging new business plans, secondary jobs and workations, and allowing exchanges of information on careers in the life sphere, such as child-raising and caring.

It is also used by employees to discuss opinions and aspirations circulating in the community, such as staff management policies and the environment.

Initiative to Boost Psychological Safety

Fujitsu Design Initiative for Psychological Safety -- A Project to Design Psychological Safety

In June 2021, the Fujitsu Group initiated a project to design psychological safety into its organizational environment such that the environment will promote mutual trust among its employees as they tackle challenges and experience failures.

Designing Psychological Safety at Fujitsu

Fujitsu Design Initiative for Psychological Safety

- June 2021
Initiated as a DX project across the Corporate Affairs and Personnel divisions
- April 2022
Activities expanded as a company-wide cultural innovation policy

Activity Theme

"How we can boost the psychological safety of both individuals and teams at Fujitsu, and then maintain that state to promote innovation?"

Activity Categories

- **Employee experience design:**
Creating communication that embodies psychological safety
- **Data-driven**
Using data to visualize the organization's issues and status
- **Branding**
Developing awareness-raising events and programs

Overview of the Fujitsu Design Initiative for Psychological Safety

1. Promoting the project through design concepts

This project poses the question of how we can boost the psychological safety of both individuals and teams and then maintain that state to promote innovation. It also puts forward the overall project design and the communication solutions as design concepts. Promoting the project through design concepts leverages the diversity of the project members so that problems can be solved creatively from the perspective of employees.

2. Release of the free "Fujitsu Psychological Safety Playbook"

To promote better understanding and behavioral change among employees around psychological safety, we released a "Playbook" within the company to provide basic understanding and improvement models. The Playbook has now been viewed over 14,500 times in all. In May 2024, we updated the content of the Playbook released internally with the aim of providing practical tips for everyone who works in corporate organizations that are engaged in human capital management and cultural innovation.



Fujitsu Psychological Safety Playbook

- [Fujitsu Psychological Safety Playbook Download \(*Japanese Only\)](#)

3. Development and delivery of Psychological Safety Improvement Programs

Psychological Safety Improvement Programs have been developed for each part of the organization and have been delivered to 4,500 people so far. In organizations where these programs have been delivered, psychological safety scores on engagement surveys have improved and substantial changes in behavior are being seen that will lead to greater psychological safety.



GOLD RING Award at the Psychological Safety Awards 2024

4. GOLD RING award received at the Psychological Safety Awards 2024

At the Psychological Safety Awards 2024, sponsored by ZENTech, Fujitsu received the GOLD RING award.

Key Initiatives in Regions Outside Japan

CSR Events in the Philippines, Thailand and Vietnam

As part of their Corporate Social Responsibility (CSR) initiatives, Fujitsu Group companies in Southeast Asia organized a variety of events to promote physical activity. Specifically, they held a joint event with a Special Olympics NGO in the

Philippines to support athletes who require special assistance, an RMHC Mini Marathon Run For Kids in Thailand, and provided support for underprivileged children in remote mountainous areas of Vietnam. Additionally, events promoting activities such as soccer, basketball, trekking, and badminton were also held.



Student Visit to Fujitsu Hong Kong Office

On April 11 2025, as part of a joint initiative with Generation Hong Kong, Fujitsu Hong Kong Ltd. welcomed a visit from students of the TWGHs Wong Fut Nam College. Fujitsu employees spoke about their career paths and individual experiences, showcasing the diverse possibilities within technology industry. The interaction between employees and students proved to be a valuable experience for all involved.



FY2024 Performance

Initiatives Aimed at Reducing Long Working Hours

The discretionary working system applies to 19% of employees, and the flex time system applies to 77% of employees (Fujitsu Limited)

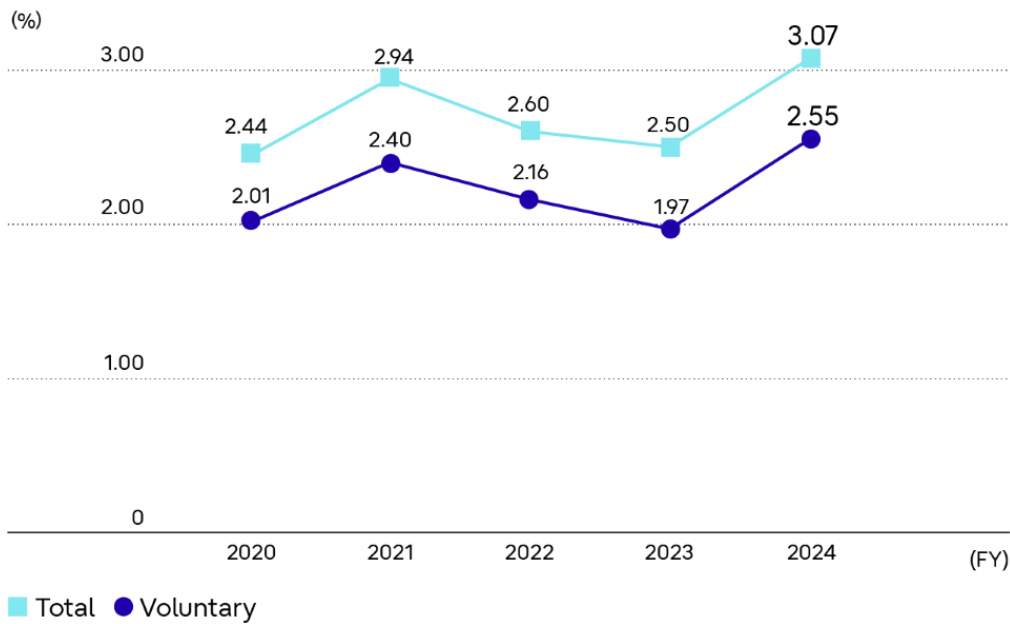
Telework Rate

The telework rate is around 70%.

Unionization Rate

The unionization rate is 76.5% (Fujitsu Limited) *Calculation basis includes managers and non-regular employees who are not union members.

Turnover Rate



Turnover Rate (Fujitsu)

Health Well-being

Our Health Management Policy

As a technology company, Fujitsu recognizes that human resources are its most important capital. To achieve our purposes, we have therefore set “protecting the physical and mental health of our employees and creating an environment where all employees can work positively and healthily, both in mind and body” as a key sustainability issue to be shared globally, which we are promoting in tandem with our health and safety activities as the “Health Well-being” initiatives of a Global Responsible Business (GRB).

In Japan, we have announced the Fujitsu Group Health Statement and are promoting GRB Health Well-being activities as health management initiatives. We believe that our efforts to maintain and boost the health of employees and their families and to improve the work environment will lead to higher productivity, invigorate individuals and organizations and enhance human resource retention, and that aiming to create a work environment where each employee can work positively and healthily both in mind and body will help us to fulfill our purposes. Moreover, the results obtained through Fujitsu's health management initiatives will be broadly publicized to society, and through the provision of ICT we will contribute to resolving social issues.

- [\[PDF\] Fujitsu Group Health Statement and Key Measures](#)



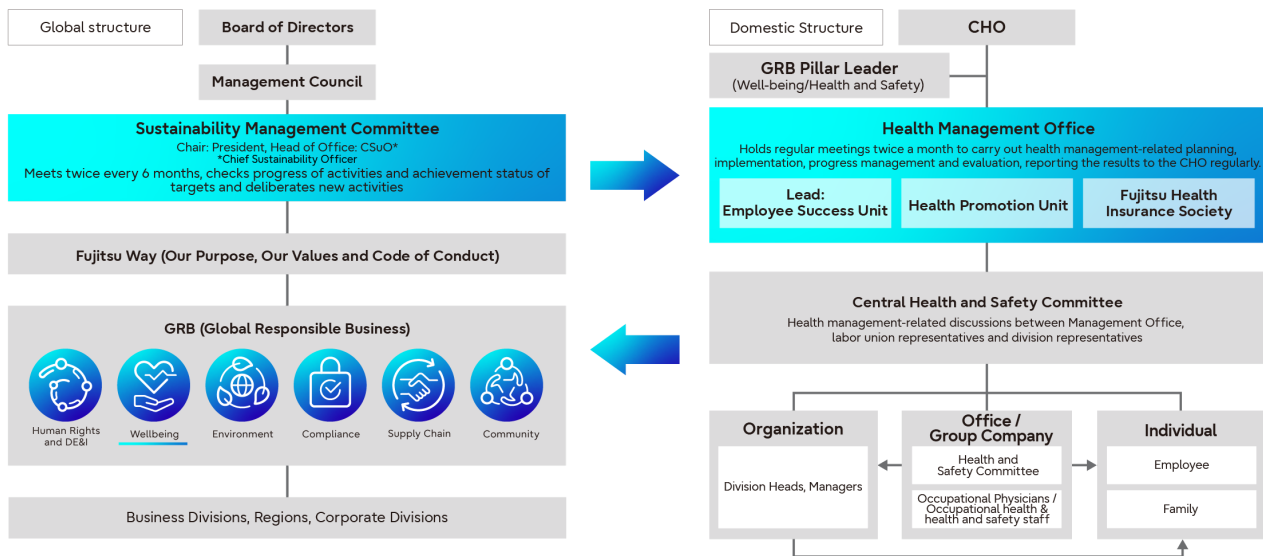
Positioning of Health Management

Domestic Structure for Promoting Health Management and Conducting Reviews

All regions and Group companies participate in GRB Health Well-being activities in accordance with their local laws and circumstances. At the Sustainability Management Committee that meets every six months, committee members check the progress of activities and the achievement status of targets, deliberate on new activities and report the results to the management council and the Board of Directors.

In Japan, health management is led by the Chief Health Officer (CHO). The CHO heads the Health Management Office, which consists of the Employee Success Unit, the Health Promotion Unit and the Fujitsu Health Insurance Society. The Health Management Office holds regular meetings twice a month to analyze health-related data and issues, set targets and indicators, draw up plans, carry out measures and manage, evaluate and improve progress. The results are regularly reported to the CHO. The Health Management Office plays a central role in the implementation of measures, working together with the Health and Safety Committees in offices and Group companies, occupational health physicians and industrial health and safety staff to urge organizations (division heads, managers) and individuals (employees and their families) to action. The Office also engages in two-way information sharing regarding health management efforts within the research and business divisions, and incorporates good health management into business practices while promoting cross-organizational implementation and the use of ICT technology.

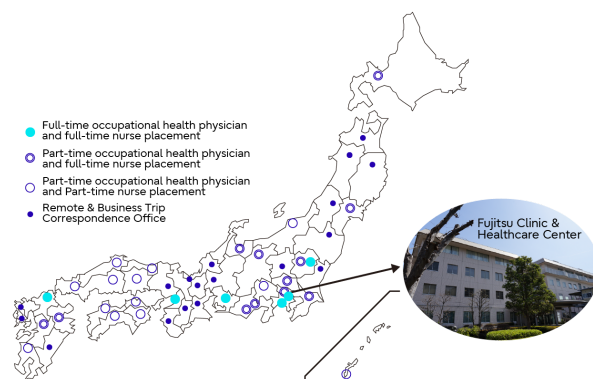
The Central Health and Safety Committee has been established to promote health management initiatives. The Committee reflects the opinions of employees by discussing issues and sharing information with the representatives of labor unions and the representatives from offices and divisions.



Health Well-being Promotion System

Facilities Information

Health Promotion Unit			
	Full-time	Part-time	Total
Occupational health physician	18	84	102
Clinician, etc.	0	38	38
Public health nurse	86	25	111
Nurse	23	33	26
Psychologist	6	0	6
Other healthcare professionals	0	0	0
Administrative staff	45	0	45
Total	178	150	328



Occupational physician assignment map

Allocation of occupational health staff in Japan

Targets and Results

Health Well-being initiatives are linked to Career & Growth Well-being, Financial Well-being and Social Well-being initiatives with the goal of enabling employees to embrace values that are important to them both at work and at home and to strive for happiness every day.

To that end, we have established our goal for FY2029, which is being implemented in all regions and Group companies. In Japan, under our aim of creating an environment where all employees can work positively and healthily, we set five indicators about improving productivity, invigorating individuals and organizations, and enhancing human resource retention to serve as final health-related evaluation indicators. To improve and reinforce each indicator, we created a health management strategy map. We are tackling the areas representing the five priority measures on the map, namely

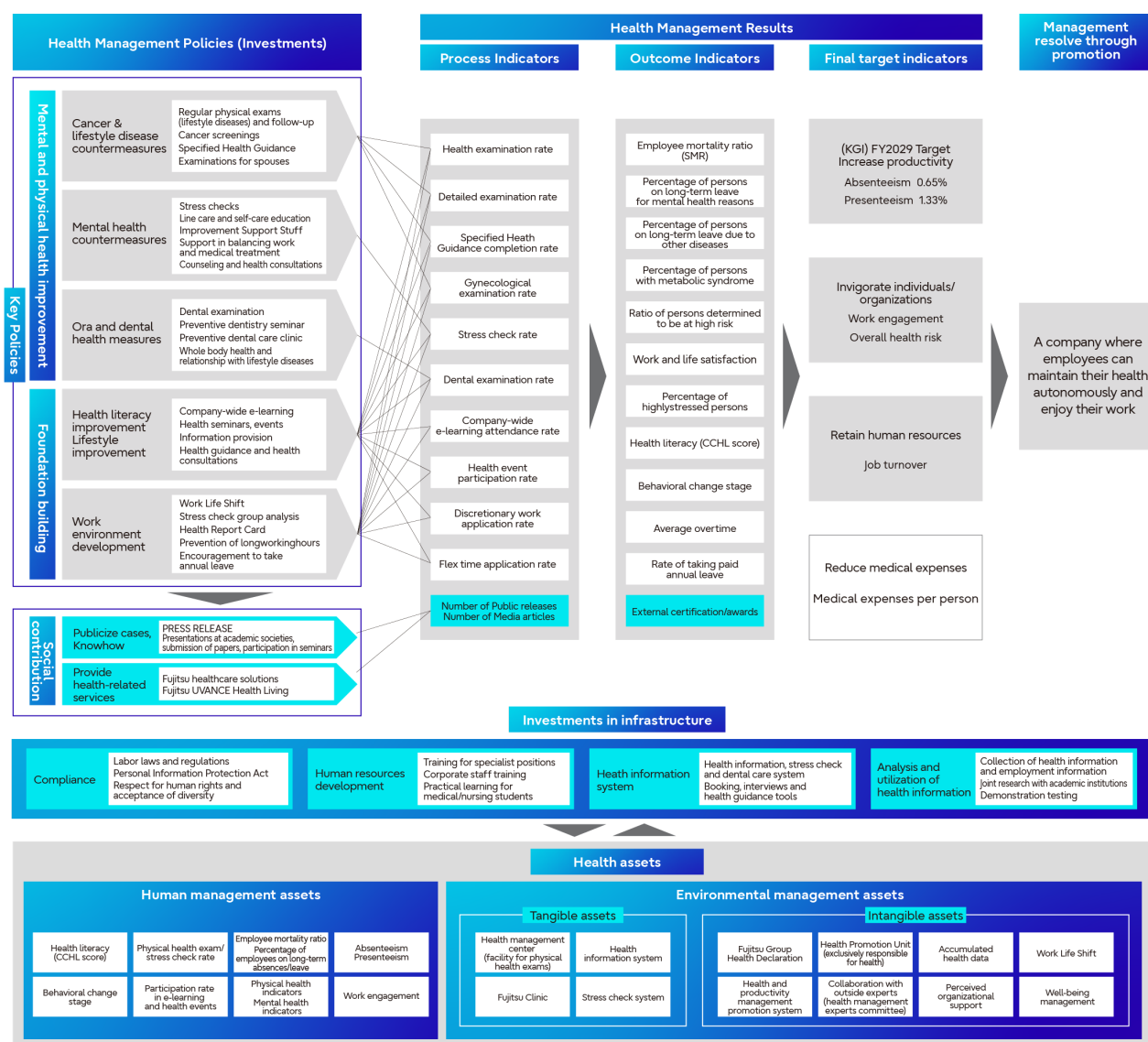
	FY2022 Results	FY2023 Results	FY2024 Results	FY2029 Targets
Improve absenteeism (*1) 【KGI】	1.24%	1.32%	0.72%	0.65%
Improve presenteeism (*2) 【KGI】	1.34%	1.48%	1.73%	1.33%
Improve work engagement (*3)	2.47	2.49	2.49	-
Improve overall health risks	96	94	90	-

Final target indicator

*1 Absenteeism: (number of days of absence or days off taken due to illness or external injury /total number of prescribed working days for full-time workers) × 100 Employees counted: 34; calculated based on employment data for 850 employees (those present as of fiscal year end)

*2 Presenteeism: the loss percentage for a year calculated from the number of days in the past three months where the employee attended work but was unable to perform up to their usual standard due to an illness or symptom as stated in a survey, and from an investigation of the resulting loss percentage Employees counted: 35,857; response rate: 95.7%

*3 Work engagement: the average score of answers to "I feel energized when I work" and "I feel proud of my work" in the New Work Stress Simple Survey. Employees counted: 35,857; response rate: 95.7%



Health Management Strategy Map

Health Management Results_Process Indicators

Indicators	FY2022 Results	FY2023 Results	FY2024 Results	FY2029 Targets
Regular (lifestyle disease) health examination rate	100%	100%	100%	100%
Detailed examination rate after regular health examination	89.6%	92.8%	98.0%	90.0%
Cancer screening (breast cancer, cervical cancer) rate (*4)	63.6%	61.4%	64.4%	72.0%
Stress check rate	92.8%	95.5%	95.7%	100%
Dental examination rate (*4)(*7)	39.9%	36.3%	24.2%	50.0%
Company-wide e-learning attendance rate	92.9%	92.3%	92.1%	100%
Health event (walking event) participation rate (*4)	33.5%	36.7%	38.3%	48.0%

Health Management Results_Outcome Indicators

Indicators	FY2022 Results	FY2023 Results	FY2024 Results	FY2029 Targets
Percentage of absentees/persons on leave for mental health reasons (*6)	2.22%	2.12%	2.15%	1.70%
Percentage of overweight persons (*4)	22.9%	21.8%		15.5%
Work and lifestyle satisfaction	24.1%	24.9%	26.8%	30.0%
Percentage of highly-stressed persons	10.0%	10.9%	10.6%	8.0%
Smoking rate	16.3%	14.9%	15.8%	13.0%
Behavioral change stage (health behavior implementation rate)	45.4%	47.4%	50.2%	75.0%
Communicative and Critical Health Literacy (CCHL)	-	3.77	3.82	-

- [\[PDF\] Health Management Results_Outcome Indicators](#)

*4 Indicators apply to individuals (employees) covered by Fujitsu Health Insurance Society. All others are employees of Fujitsu Limited.

*5 Percentage of targets for specified health guidance based on the results of the previous year's health examinations who received specified health guidance by October of the current year.

*6 Ratio of employees who took absences or leave for one month or more for mental health reasons, divided by the number of employees at the end of the fiscal year.

*7 The age for subsidizing dental check-up costs has been expanded starting from the fiscal year 2024.

Health Management Investment

In accordance with the health management strategy, the cost of initiatives aimed at maintaining and improving the health of employees is 1,584 million yen. This amount not only covers external expenditures such as costs of medical examinations but also includes the cost of personnel for the Health Promotion Unit, which is the organization that implements various health measures, equipment-related costs, and indirect costs.

Cost category

Expense item	Amount (million yen)
A: Outsourcing cost	446
B: Personnel cost	994
C: Equipment-related cost	82

Expenses of main measures

- Cost of medical examinations 408 million yen
- Cost of stress check 9 million yen
- Cost of e-learning 7 million yen
- Cost of company-wide seminar 1 million yen

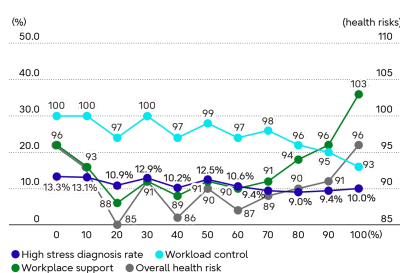
Expense item	Amount (million yen)
D: Indirect cost	62
Total	1,584

Indicator verification examples

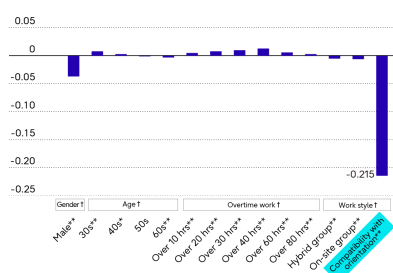
- Effects of work style and work style preference on stress response and work engagement

We examined the relationship between teleworking rate and the rates at which people developed high stress or health risks. As a result, a linear correlation was confirmed in which the higher the teleworking rate, the lower the rate of people with high stress. Meanwhile, a U-shaped correlation was confirmed in terms of overall health risk, with lower risk the closer the teleworking rate was to 50%, and higher risk the closer it was to 0% or 100%. (Graph 1) Using causal analysis techniques, we used a predictive model in which stress response and work engagement were the dependent variables, and gender, age group, hours of overtime, work style, and degree of congruence with preference (whether employees are able to choose the place of work that suits their work) were the explanatory variables. (Graphs 2 and 3) As a result, although there was a significant difference in the value of the objective variables depending on the work style (telework group/hybrid group/in-office group), the impact was small. However, it was confirmed that the “degree of agreement with preference” had a relatively large impact. (Graphs 1 and 2: The effect sizes for stress response and work engagement were -0.215 and 0.232, respectively.)

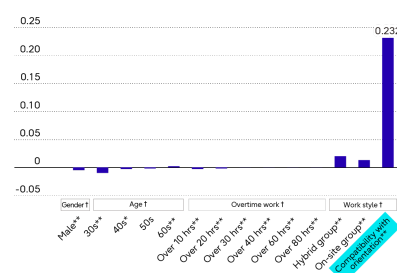
The analysis results suggest that supporting work styles that respect the preferences of each individual is more important than promoting uniform policies regarding working patterns. The Fujitsu Group is promoting “Work Life Shift” as a system that allows each individual to choose the work style that best suits them. Going forward, we will continue to promote policies and systems that enable more employees to achieve enjoyable work styles (work styles that match their preferences).



Graph 1. Analysis of Teleworking Rates and Highly-stressed Persons and Health Risks



Graph 2. Analysis of Long Overtime Hours, Highly-stressed Persons and Health Risks



Graphs 2, 3: High stress response and its impact on work engagement

These kinds of analysis results are released to all employees through the portal site and internal newsletters along with health dynamics data (health examination data, leaves of absence, etc.) and stress check results.

Key Initiatives in Regions Outside Japan

State of Mental Health and Efforts to Promote Good Health in the Europe Region

In the Europe region, we are implementing a variety of programs to promote better mental health and wellness for our employees. As an example of the recognition our mental health promotion efforts have received in the region, in Estonia we were awarded the Gold Label from Peaasi.ee, a non-profit organization whose mission is to promote the mental health of Estonians, raise awareness about mental health issues, and provide necessary support. In the UK, we hosted an exercise event during Mental Health Awareness Week and a workplace improvement event on World Mental Health Day. Across the DACH region, we have engaged in a diverse array of activities ranging from online lectures to health checks, and our Munich office was presented with a health award by the Siemens Health Insurance Foundation.



Programs to promote Good Health in the Americas region

In the Americas region, we are also carrying out a number of programs to support the health and well-being of our employees. Our monthly Health and Harmony newsletter provides the latest updates and shares helpful advice and resources. To encourage good exercise habits, the app "Engage" hosts regular fitness challenges. Additionally, as part of our preventive healthcare initiatives, we provide annual free flu vaccinations on the campuses of educational institutions. We have also established a healthy lifestyle subsidy program that supports employees in actively improving their health by providing subsidies for eligible expenses up to a maximum of \$240 per year. Our goal with to raise employees' health awareness and help them achieve healthier lifestyles.



Movement Challenge in the Oceania

In March 2024, the Oceania team teamed up with Assure, our employee assistance partner, to run a four-week movement challenge designed to raise awareness of the benefits of exercise and overall well-being. The challenge included an education program to provide education on improving activity levels, nutrition, sleep and physical activity habits, and emphasized taking action and practicing self-care.



Major Domestic Initiatives

Countermeasures for Lifestyle-Related Diseases

Fujitsu and its domestic Group companies provide support for independent health management by carrying out health checkup in accordance with legally mandated health examination items, with additional items by age group, as well as offering checkup results via online systems and providing information such as health risks and changes over time. In addition, with regard to employees who have abnormal findings after receiving checkups, we aim to improve their lifestyle habits, and provide thorough medical checkups and consultations, through health guidance and medical examination recommendations supplied by occupational health physicians and occupational health staff. For employees who have been diagnosed as needing treatment due to their test results, the Fujitsu Health Insurance Society monitors their medical prescriptions for three months to prevent their post-diagnosis condition from worsening, and recommends checkups for employees who have not undergone treatment, which leads to appropriate medical care. In addition, family members of employees (spouses of those enrolled in the Fujitsu Health Insurance Society, and family members 40 years of age and older) are able to undergo the same health checkups as employees (including cancer screenings).

- [\[PDF\] Project to Prevent Diseases from Becoming Severe](#)



A system that allows employees to view health checkup results on their PC or smartphone

Cancer Countermeasures

Taking steps against cancer involves engaging in prevention through improvement of lifestyle habits, as well as early detection through health checkups and treatment. We promote regular additional screenings for stomach cancer, colorectal cancer, and prostate cancer when employees undergo legally prescribed health checkups, based on age group. In collaboration with the Fujitsu Health Insurance Society, we conduct and support the expenses for gynecological examinations (cervical cancer and breast cancer) for all female employees. In addition, to screen for stomach cancer, the Fujitsu Health Insurance Society runs tests for *Helicobacter pylori* for 35-year-olds and conducts in-depth examinations on those who test positive.

Additionally, we hold "Cancer Prevention and Support for Balancing Work and Treatment" e-learning seminars for all group employees in order to equip them with accurate knowledge about cancer, and to lead to prevention through improvement of lifestyle habits, as well as early detection and treatment through health checkups. We also provide e-learning materials to employees' families in cooperation with the Fujitsu Health Insurance Society.

Mental Health Countermeasures

At Fujitsu and its domestic Group companies, through health consultations, employment support and recurrence prevention for those with mental health issues, and mental health education provided by occupational health staff at each office, we support employees and workplaces, which leads to improved mental health. Furthermore, we have full-time psychiatrists and licensed psychologists on staff to offer counseling during working hours, providing a system for receiving professional support within the company. Health consultations and counseling can also be accessed online, creating a structure where they are available from anywhere, including when working from home. The Fujitsu Health Insurance Society also provides health consultations and counseling over the phone and online so that employees and their families can easily consult them. We set up a page on our Intranet with comprehensive information on mental health to promote mental well-being for employees' career longevity, such as a consultation desk, mental health relevant contents, in-house programs for mental health disorders, and information on stress checks. Starting in FY2024, to coincide with World Mental Health Day on October 10th as promoted by the World Federation for Mental Health, we will be sending out messages from the president and sharing methods for relieving one's own stress and for conducting self-care for one's mental health, with the aim of promoting an awareness of mental health among employees and management that will lead to better self-care.

For stress checks, in addition to supporting employee self-care through checkups, we provide feedback to management and senior staff members by integrating organizational analysis results with engagement surveys and other health data, then synchronizing these efforts with Work Life Shift initiatives, which leads to better working environments. In addition, for workplaces with high levels of health risk and workplaces with many employees who have been evaluated as highly stressed, we offer stress management education and workshops for creating healthy workplaces to provide support for reducing employee stress factors and energizing the places where they work.

- [Work life shift](#)
- [Fujitsu Public Relations Note\(Japanese only\): A joint project with World Mental Health Day! Psychiatrists and psychologists on staff! Introducing Fujitsu's efforts regarding mental health](#)

Oral and dental health countermeasures

Oral and dental health plays an important role in maintaining and improving health for the whole body while also greatly affecting QOL (quality of life) across a lifetime. We have therefore set it as an important health issue and hold activities such as dental examinations and preventive dentistry seminars to promote oral and dental health. Over the years, the dental department within the Fujitsu Clinic has been supporting the oral and dental health of employees through providing treatment for dental caries, assessing factors and risks for decay and periodontal diseases in providing preventive care. In

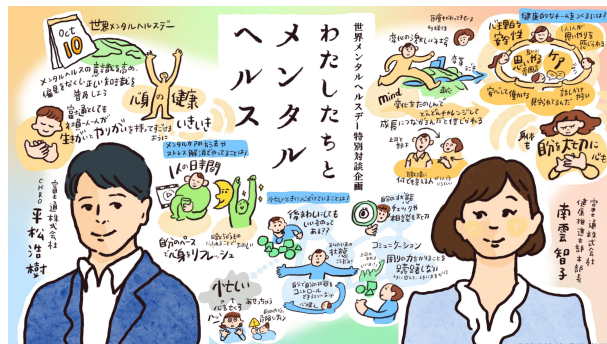


Illustration of the events taking place on Mental Health Day

September 2023, the dental clinic was reorganized as a prevention-focused dental clinic updates to existing equipment and services. Information on oral and dental health is given via oral health education within our clinical practice.

- Dental examinations
 - We provide tooth checks (caries and fractures), periodontal pocket measurement and brushing guidance for employees aged 25, 30, 35, 40, 45, 50, 55, and 60 to prompt them to take an interest in oral and dental health from an early age and encourage early treatment and prevention.
- Preventive Dentistry Seminars
 - We hold a preventive dentistry seminar entitled to share knowledge on issues such as the etiology of cavities (caries) and periodontal disease, dental examination methods, self-care methods with the aim of KEEP28 (*7). In FY2024, our theme was "In the era of 100-year lifespans," with content focused not only on teeth but also on oral function.



*7 KEEP28 is a social preventive dentistry initiative promoted by JOF aimed at not losing a single tooth from the time it comes in until the end of your life and living the rest of your life with your own teeth without losing any from your current age.

Health literacy and health awareness improvement

Through various kinds of health education such as health guidance, e-learning, training for managers and company-wide seminars, through various events about exercise, diet and smoking, and by sharing information through internal newsletters and portal sites, we aim to improve employees' health literacy and health awareness and form healthy habits.

Programs to Improve Health Literacy and Awareness for Employees of All Ages

Fujitsu is committed to improving health literacy and awareness among young people. Post-employment training always includes content related to personal health management, which is later followed by an interview with a medical professional. Our goal is to improve health literacy by encouraging people to be conscious of their health from the day they start their new life with Fujitsu. We also provide detailed health support tailored to each life stage, which includes having all employees undergo interviews with medical professionals at age 30, a time when their professional and personal environments change significantly, as well as interviews with specialists by appointment at age 35.

Health education

Company-wide e-learning: Once a year all employees at Fujitsu and its Group companies in Japan are given e-learning on important health topics to provide knowledge and increase their health awareness. In FY2024, e-learning was conducted on the topic of achieving health starting with sleep health, where 36,376 employees in Japan participated. In the post-learning survey, 93% of participants who responded said that the learning was helpful.

- **Managers:** Receive education about their subordinates' mental healthcare when appointed as managers and once every three years as part of their people management education.
- **Company-wide seminars:** Seminars are broadcast to all Group company employees in Japan about topics such as exercise, nutrition, diet, smoking and women's health. In FY2024, an average of 1,000 employees participated in live seminars, with 98% of participants who responded to the post-seminar survey said that it was helpful.
- **Office seminars:** Seminars are held on themes such as mental health and health promotion, based on the issues faced by each office.
- *Refer to FY2024 Performance: Health Education for more details

Initiatives Post-Health Education

Based on the content of the FY2023 e-learning program "Health Improvement Starting with Teeth and Mouth," which focuses on future-oriented health management, we have expanded the age range for which dental checkups are subsidized by the Fujitsu Health Insurance Society in order to encourage employees to take personal responsibility for acting on what they learn. In addition to increasing opportunities for dental checkups, we are encouraging behavioral change by offering a comprehensive range of services at dental checkup venues, including showing dental seminars, measuring body composition and bone density, and screening for locomotor syndrome. We offer a variety of programs to help individuals adopt healthy behaviors that are right for them.

Health events

Health events

- **A company-wide walking event, "Let's Walk Together"**
To cultivate a habit of exercising in daily life and increase health awareness, Fujitsu and all Group companies in Japan hold a company-wide walking event called "Let's Walk Together" twice a year in spring and fall. Participants compete on an individual and team basis with the average number of steps walked in a month using a smartphone app. There are individual and team incentives for the employees with the highest average number of steps, teams that achieve 6,000 average steps in a day, teams that achieve 8,000 steps daily and other metrics.
- **Projects associated with company-wide walking events**
Fujitsu runs a number of collaborative projects throughout walking event application periods, as well as during, before, and after these events. A walking class led by Fujitsu's track and field team race walkers will be live-streamed as a "5-minute a day short training challenge." The class can be done in one's spare time and is provided in collaboration with Fujitsu Sports athletes and RIZAP. As a support event during the walking campaign, Tipness will hold the "Live Indoor Walking Class - Do

2,000 Steps in 20 Minutes!" Every Fujitsu office also hosts unique walking events, which include public viewing of live streams

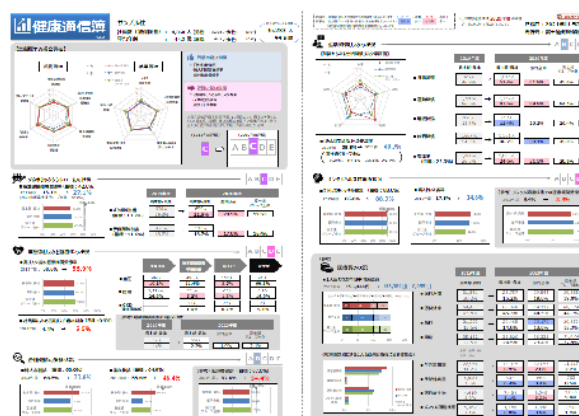
- A nutrition education event, "Let's Learn About Food Together Day"
We have declared the 19th of every month to be Food Education Day. In addition to introducing healthy recipes using seasonal ingredients and information about health effects via email newsletters, we prepare special menu items using those ingredients at the employee cafeterias all over Japan, and work to improve employee awareness of what they eat.
- Seminar on Improving Wellness Exam Scores
For employees who understand that they should work to improve their health but have not yet taken action, RIZAP instructors teach specific ways to improve health based on the results of employees' wellness exams. Employees then practice these techniques and review their results.
- *Refer to FY2024 Performance: Health Events for more details
- **Numerous collaborative projects! Fujitsu's "Let's Walk Together, Fall 2024" Have fun and enjoy sports across various boundaries!**



Work environment development

The Fujitsu Group prepared a "Health Report Card" that collates data about the status of employee health on a division and company basis and the status of health improvement initiatives compared to the Group as a whole. It provides this card to management as feedback along with employee engagement surveys and stress check group analysis results, and the management works together with the workplace to develop the working environment while sharing employee health-related issues.

We also aim to improve the work-life balance and productivity of every individual employee by implementing a variety of measures to reduce long working hours. By promoting Work Life Shift, we have developed structures that support diverse working styles, taking teleworking as a basis and actively adopting flexible working arrangements such as flextime and discretionary work systems.



Sample Health Report Card

Smoking Prevention Measures

Starting from October 2020, Fujitsu and its domestic Group companies have completely banned smoking at all offices to protect employees from the harmful effects of secondhand smoke, and in an attempt to reduce the health risks of smokers.

Furthermore, to support efforts by smokers to quit smoking, we also hold seminars so that employees will accurately understand the health effects of smoking, and provide support and subsidies for treatment to quit smoking. In addition, information on smoking is aggregated on the intranet, and a consultation desk for treatment and other matters has been established. On World No Tobacco Day in May, we send out messages from industrial physicians to raise awareness of smoking cessation throughout the Group.

Additionally, we are hosting a smoking cessation challenge where challengers and supporters form a team using the app. The app utilizes gamification, turning challengers into adventurers and supporters into companions, creating an experience that boosts awareness for successful smoking cessation through a journey to quit smoking.

Health Initiatives for Female Employees

For health issues specific to women, we provide education, share information and have established a dedicated consultation window to raise women's health awareness and generate concern and understanding for health issues that women face. We also implement or support the costs of screening for cancers specific to women, all of which is aimed at driving the creation of a workplace where women can work positively.

- A women's health portal site has been set up on the intranet to disseminate information on different themes about women's health (such as hormones, life planning, menopause, and cancer), seminars held, archives of past seminars and a women's health consultation window.
- We broadcast seminars on women's health to all Group employees online to coincide with Pink Ribbon Day every October and Women's Health Week in March. By targeting all employees and not just female employees, we help all employees to take an interest in and have correct knowledge about female-specific health issues. This encourages the development of a work environment easy for women to work in and supports the active participation of female employees.
- In coordination with our diversity, equity and inclusion measures, we make time for women-specific health issues at seminars about balancing childcare and work that are held for employees returning from childcare leave and supervisors with employees raising children under them.
- Gynecological examinations (cervical cancer and breast cancer screening) are conducted for all female employees and employees can be examined at no personal cost. They can choose to undergo the examination as a set together with their company's mandatory health examination, or visit a contracted medical institution or visit their regular doctor for an examination.



Women's health portal site

Support for Balancing Work with Medical Treatment

The fundamental idea at Fujitsu and its domestic Group companies is that employees should undergo proper treatment, then return to work after recovery. We have established various leave systems and income support mechanisms so that employees can have peace of mind and devote themselves to medical treatment. We provide support from medical staff while an employee is on leave, so that they can make a smooth return to work. When they return, we conduct joint discussions with the occupational health physician (occupational health staff), HR, the employee's department head, and the employee themselves, and review their post-return work duties and employment considerations.

In order to provide support for employee treatment while they are on leave and for their return to work, we offer a guidebook aimed at the employee and their supporting department head and family members. Fujitsu provides the Return to Work Guide for employees to consult as well as for occupational health physicians at other companies who provide return to work support (occupational healthcare staff), HR departments, and department heads.



- [\[PDF\] Click here to download the Return to Work Guide \(Japanese only\)](#)
- This guidebook is not intended to mandate the uniformity of occupational health activities. Health services provided to employees should be determined based on a holistic judgement including individual factors and the rules of each company. The information appearing in this guidebook is intended only as a point of reference. This guidebook was prepared for use by primary care physicians, occupational health staff, and the employee on leave when determining eligibility for returning to work and offering assistance. The contents of this guidebook are subject to revision or change in case of high quality research outcomes in the future.
- The authors have made every effort to confirm the information contained in this guidebook, but offer no warranty regarding its accuracy or authenticity after distribution. Users are responsible for the interpretation and use of the content found in this guidebook. The authors cannot be held liable whatsoever for any damages that arise from the use of this guidebook.

Infectious Disease Countermeasures

Fujitsu and its domestic Group companies actively engage in countermeasures to keep employees safe from various infectious diseases by establishing health consultation services and dispensing information, among other initiatives. As preventative measures against infectious diseases, we give seasonal influenza vaccinations at companies, in addition to giving vaccinations to employees stationed overseas which are recommended in each place they will be staying (at company expense). With regard to the issue of rubella, which has been identified in recent years, we are cooperating with local governments to conduct education and public awareness campaigns at offices.

Headache Countermeasures

We have assigned an industrial physician who specializes in headaches to provide headache consultations to employees. On Headache Day (February 22), which was established by the Japanese Headache Society and the Japan Headache Association, our occupational health staff wear green ribbons in the hope that employees with headaches can easily access consultations and receive the support they need.

- [\[PDF\] About the Fujitsu Headache Project \(3.25MB / 24pages\)](#)



Assessments from Outside the Company

Certified as One of the 2024 White 500 Health and Productivity Management Outstanding Organizations

As a company which considers the health management of employees from a management perspective and tackles strategic initiatives to deal with it, Fujitsu was certified as one of the 2024 White 500 Health and Productivity Management Outstanding Organizations by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, marking its ninth consecutive certification. We regard the health and safety of our employees and their families as one of our key management issues and to that end, we take care to establish robust systems with medical professionals at our offices nationwide, provide health guidance for lifestyle-related diseases, and set up mental health and smoking prevention programs, and these awards are recognition of our results.

Among domestic Fujitsu Group companies, 2 domestic group companies were certified in the White 500 (top 500 enterprises), 8 companies were certified in the large-scale enterprise, and 7 companies were certified in the small to medium-scale enterprise category.

* Company names are as of the time of certification (as of April 1, 2025).

* Contains the names of companies enrolled in Society-Management Health Insurance.

- Large-scale enterprise (White 500): Fujitsu Japan Limited, Shimane Fujitsu Limited
- Large-scale enterprise category: Fujitsu Network Solutions Ltd., FDK CORPORATION, Fsas Technologies Inc., Fujitsu Learning Media Limited, Shinko Electric Industries Co. Ltd., Fujitsu Frontech Limited, G-Search Limited, Ridgelinez Limited
- Small to medium-scale enterprise category: Mobile Techno Corp., Best Life Promotion Ltd., Fujitsu Frontech Systems Limited, Two-One Limited, FTIS Inc., Fsas Technologies Nishi-Nihon Inc., Fsas Technologies & Sun Inc.



2025
健康経営優良法人
KENKO Investment for Health
大規模法人部門
ホワイト500

Sports Yell Company 2025

Fujitsu has been certified as a “Sports Yell Company 2025” by the Japan Sports Agency as a company taking steps to support and promote sports activities to improve the health of its employees. We work with Fujitsu Sports athletes and the Fujitsu Health Insurance Society to hold sporting events that are fun to take part in.

- [Reference: About the Sports Yell Company certification program](#)



Received Outstanding Corporation Award for Promoting Cancer Countermeasures in March 2025

Fujitsu received an “outstanding corporation award” for the fifth year in a row from the Cancer Countermeasures Corporate Action Project (*8), which is conducted by the Ministry of Health, Labour and Welfare.

*8 A national project (commissioned by the Ministry of Health, Labour and Welfare) which aims to raise the cancer screening uptake rate to 50% or more, and build a society where people can continue to work even if they have cancer.

Awards in 2024 and earlier

- March 2024 - Selected as Awarded the Women's Body Conference® Grand Prize at Women's Health Friendly Company 2024
- Received the National Physical Fitness Council Chair's Award at the 2022 Physical Fitness Excellent Organization Awards organized by the Japan Sports Agency in December 2022
- Recognized as a world leader in Migraine Workplace Awareness, Education, and Employee Support Programs in March 2022
- March 2021 - Selected as a 2021 Health & Productivity Stock Selection
- October 2021 - Nominated for the Grand Prize at the Women's Body Forum Awards 2020 and received Merit Award
- March 2020 - Received Cancer Countermeasures Partner Award (Information Provision Category), awarded to companies that promote cancer countermeasures

Health Management Promotion Initiatives and Social Contributions

Fujitsu helps to promote health management and solve health issues for all of society by offering and presenting things such as health management and practical cases of health and productivity management in various forms, as well as research results, to places outside the company. In addition, we accept occupational health physicians, medical students, nursing students and others for training within the company, and contribute to the human resources development of occupational health staff.

- Presentation at the Annual Meeting of the Japan Society for Occupational Health
- In collaboration with Fujitsu Japan Limited, we held a sponsored symposium entitled “Health Management Policy at Fujitsu – Putting health policies into practice using e-learning, ICT and data—” at the 97th Annual Meeting of the Japan Society for Occupational Health. We are hopeful that by sharing examples of how Fujitsu's solutions promote health management at this symposium, we will make at least some small contribution to the spread of health management.
- [*Refer to FY2024 Performance: Health Management Promotion and Social Contributions for other public announcements.](#)

Health management-related services

The Fujitsu Group contributes to the health of society as a whole by providing healthcare solutions such as health information solutions, regional medical networks, and solutions for hospitals, clinics and nursing care providers. Additionally, to improve people's quality of life and create well-being, we will provide the foundation for trust and innovation, and we will strive to connect consumers, medical institutions, companies and governments so as to rebuild consumer-centered societies and industries in order to realize a society where data circulates based on an individual's wish and anyone can use advanced technology.

FY2024 Performance

Health education

Table 1. Training and education

Category	Topic	Implementation method	Target	Attendees
Company-wide e-learning	Health improvement from the sleep	e-learning	All employees in Japan	36,376
Regular employee education	Health education upon joining	e-learning	All new employees in Japan	1,108
Selective education	Self-care training after stress checks	e-learning	All employees in Japan	3,000

Table 2. Company-wide seminars

Held	Seminar Name	Lecturer	Participants (live)	Viewers (archive)
July 25, 2024	Health Literacy Seminar: Living as Oneself for Choices You Can Live With—4 Decision-making skills for raising health literacy—	Kazuhiro Nakayama, Graduate School of Nursing Science, St. Luke's International University	693	700
November 19, 2024	Dietary Education Seminar: Useful Strategies for Healthy Eating during Remote Work	Dr. Masami Nakamura, Registered Dietician, Shokusenryoku Smile Co.	269	260
March 5, 2025	Women's Health Habits Seminar: Common but Often Overlooked Health Issues for Men and Women—Updating our knowledge for mutual understanding—	Dr. Miho Takao, Deputy Chief of IHC Omotesando Clinic	1,100	700
March 18, 2025	Cancer Seminar: Learning about Cancer, What it Means to Have Cancer, and Economical Countermeasures	Dr. Keiichi Nakagawa, Specially-appointed Professor, Oncology Course, Department of Radiology, Tokyo University Hospital	1,600	100
March 24, 2025	Preventative Dentistry Seminar: Oral Care in the Age When Humans are Living to 100—Oral functionality is more than just teeth—	Dr. Koichiro Matsuo, Professor of Community and Welfare Oral Function Management, Institute of Science Tokyo Graduate School	1,200	100

Health events

Table 3. "Let's Walk together" company-wide walking event

Held	Participating teams	Participants	Participation rate
Fall 2024	6,001	32,370	38.3%
Spring 2024	5,960	32,081	37.4%
Fall 2023	5,726	31,813	36.7%
Spring 2023	5,726	31,928	34.7%
Fall 2022	5,507	30,852	33.5%
Spring 2022	5,423	30,322	32.7%

Live Broadcast of Fujitsu's Walking Event

Held	Theme	Participants (live)	Viewers (archive)
October 2024	176 Member micro-training challenge: 5 minutes a day	702	1,600
November 2024	Live indoor walking lesson	872	—
February 2025	Health check prep! Seminar for improving your health level with micro-training	991	1,228

Health Management Promotion and Social Contribution

Table 5. External presentations (Public lectures, conference presentations, article submissions)

Category	Date	Name of lecture, academic meeting or media	Title
Lecture	February 8, 2025	Sansuiken Kanto Regional Training Session	"Useful interventions medical personnel can make tomorrow to lessen or manage headaches"
Lecture	February 7, 2025	Japan Medical Association Certification On-site Training Tokyo Medical Association/Keio Medical Association Occupational Physician Training ProgramJapan Medical Association Certification On-site Training Tokyo Medical Association/Keio Medical Association Occupational Physician Training Program	"Case study: Handling persons in poor mental health – Supporting return to work –"
Lecture	December 6-7, 2024	52nd General Meeting of the Japanese Headache Society (Shin-yokohama)	"Headaches and stress at occupational health workplaces" (and 4 more lectures)
Lecture	August 27, 2024	Web Seminar for Building Workplace Health in NAGANO	"Headache countermeasures for improving productivity in the workplace"
Lecture	June 4, 2024	Kawasaki Digestive Cancer Seminar	"About the referral criteria for liver cirrhosis and NASH patients"
Lecture	January 5, 2025	Association for Health Management Research 62nd General Meeting	"Establishment and outlook for a virtual health support office"
Conference presentation	May 16, 2024	The Japanese Society of Conservative Dentistry 2024 Spring Scientific Meeting Symposium "Professionalism of Hygienists: Latest Information and Movements toward Practice"	"Fujitsu's challenge to maintain and promote oral and dental health of its employees"
Conference presentation	October 26, 2024	Japan Oral Physician Forum, Oral Physician Team Meeting 2024	"Fujitsu Clinic reform and goals for the future of corporate dental clinics"
Conference presentation	May 24, 2024	97th Annual Meeting of the Japan Society for Occupational Health, 34th Annual Meeting of the Japan Society for Occupational Health All-Japan Council, and 2 other local societies	Sponsored symposium Health Management Policy at Fujitsu – Putting health policies into practice using e-learning, ICT and data— "Preventative dentistry project —Education and dental clinic reform—" (and 7 others)
Conference presentation	January 5, 2025	13th Conference of the Japanese Society of Public Health	Relationship between changes in diet after starting working from home and metabolic syndrome
Paper	July 1, 2024	Brain Behav. 2024 Jul;14(7):e3547. doi: 10.1002/brb3.3547.	Underrecognition of migraine-related stigmatizing attitudes and social burden: Results of the OVERCOME Japan study
Paper	August 27, 2024	Journal of Ningen Dock and Preventative Medical Care 39: 576-585, 2024	"Examination of the relationship between the results of stress check on IT corporation employees and telework rate and stress-related factors"
Paper	2024	Blood Pressure Monitoring	High job stress evaluated using the Brief Job Stress Questionnaire as an independent risk factor for hypertension among a Japanese male occupational population. (and 1 other paper)
Paper	2024	Diabetology International	Job stress evaluated using the brief job stress questionnaire and diabetes mellitus among a Japanese occupational population.
Paper	2024	Hypertension Research	Daytime exercises predict nighttime events: association between an exaggerated blood pressure response to exercise and obstructive sleep apnea. (and 2 other papers)

Table 6. Health management-related press releases and notices

Date	Category	Title
March 10, 2025	Press release	Fujitsu Recognized as a Health Management Outstanding Organization "White 500" for 9th Year in a Row

Table 7. Participation in and dispatch of members to external committee and review meetings

Manager	Name of Committee/Review meeting	Position
Japan Society for Occupational Health	Diversity Promotion Committee, Occupational Dental Health Subcommittee (and 2 others)	Representative
The Japanese Headache Society	Headache Master School Japan Organizational Committee (and 7 others)	Honorary member
General Incorporated Association of Industrial Nurses		Director
Japan Architectural Health Management and Education Center	Architectural Environmental Health Management Engineer Seminar, Nagoya District Committee	Committee member
Nagoya City University	Graduate School of Medical Sciences, Occupational and Environmental Health	Part-time lecturer
Institute of Science Tokyo, Graduate School, Occlusal Function Studies	Institute of Science Tokyo, Graduate School, Occlusal Function Studies	Part-time lecturer
Kitasato University, Kitasato Research Institute	Department of Neurology, Faculty of Medicine	Visiting professor
Japan Association of Public Health Nurse Educational Institute (JAPHNEI)		Executive secretary
Kanagawa Occupational Health General Support Center		Occupational health counselor

Table 8. Accepting occupational health physicians, medical students and nursing students for training and practical experience

Purpose	Training / Practice	Number of accepting organizations and individuals
Doctors in training	Community-based health care training	1 hospital, 3 persons
Doctors in training	Occupational health practical training・site tours	5 schools, 107 persons
Doctors in training	Early experience training・study	2 schools, 10 persons
Nurses and public health nurses in training	Comprehensive nursing practical training	7 schools, 38 persons
Nurses and public health nurses in training	Public health nursing practical training	9 schools, 67 persons
Nurses and public health nurses in training	Other	1 school, 4 persons

Occupational Health and Safety

Health and Safety Policy

The Fujitsu Group has established a Health and Safety Policy for conducting various business activities, and we promote group-wide efforts to set up safe, pleasant working environments and create a workplace culture that will ensure the health and safety of our employees. Health and safety policies and initiatives are reported and shared with CHRO, and communicated to all employees.

< Fujitsu Group's Health and Safety Policy >

Ensuring the health and safety of Fujitsu's employees is one of the most important management topics, and it is given the highest priority in all of Fujitsu's business activities.

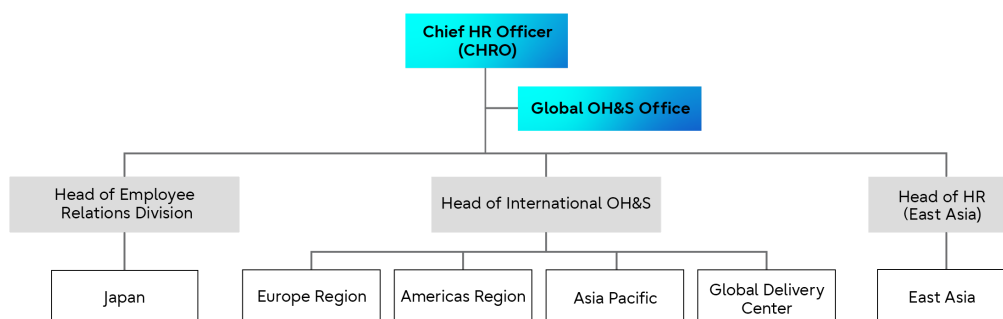
The Fujitsu Group has established a system to promote health and safety in each region, and we are moving forward to ensure compliance and preventive measures for occupational health and safety in accordance with the laws and policies of each country, such as those stipulated by the Ministry of Health, Labour and Welfare, ILO, etc., through a comprehensive, region-led approach.

We have set up the Central Health and Safety Committee in Japan, which is comprised of the representatives of the Human Resources and Corporate Affairs Unit, Health Promotion Unit, and representatives and others from the Labor Union to function as an overseer for the Health and Safety Committees at each business site. The Central Health and Safety Committee meets once per year to share information and report to management and those in charge at each location about the confirmed status of disasters that occurred at business sites and implement preventative measures, while also formulating Group-wide health and safety related policies.

In addition, the health and safety management organizations at individual business sites, comprised of staff from the Human Resources and Corporate Affairs Unit and representative of each business site, hold monthly Health and Safety Committee meetings. These committees establish policies suited to the unique characteristics of each site, set priorities, and work to create healthier, safer workplaces in accordance with policies related to the occupational health and safety. In addition, these health and safety management organizations conduct regular workplace patrols, survey for potentially dangerous areas or causes of health hazards and factors based on a workplace inspection checklist, and report on improvements, and conduct risk assessments. They also post response methods on each business site's intranet as a preparatory measure for emergencies.

The Human Resources Unit has a workplace management inquiry system and workflow for promptly reporting workplace accidents, and responds to inquiries and consultations from employees at any time.

In Americas region, Asia Pacific, the Europe region, and at the Global Delivery Business Group, we hold health and safety leadership forums three times a year for the purposes of monitoring and examining occupational health and safety activities at the regional and national levels, as well as report on strategic goals, achievements and ongoing improvements in occupational health and safety at the regional and national level to foster a culture that does not tolerate occupational accidents in the workplace.



Structure for Promoting Occupational Health and Safety

Fiscal 2024 Results

The Fujitsu Group aims to achieve zero occurrences of serious accidents, implementing various measures to create a safe and comfortable working environment at all workplaces and promote mental and physical health. Specifically, we provide information on health and safety, offer training opportunities to promote awareness towards health and safety and take steps for the prevention of occupational accidents, as well as encourage employees to develop exercise habits and take preventive actions against accidents. Furthermore, we also strive to maintain and improve the quality of our activities, including acquisition of international certifications. The details of our initiatives aimed at improving employee safety and health are reported and shared with CHRO, which meets regularly.

Occupational Health and Safety Training

We provide health and safety training, as well as health education that raises health awareness, for the entire Group and for the unique environments at each office. In particular, industrial physicians and counselors send messages as necessary in regard to topics such as lifestyle diseases and various vaccinations, and physical and mental health maintenance in order to raise employee awareness.

We also utilize Fujitsu Learning Experience to create an environment where anyone, at a global level, can learn anytime with initiatives suited to the circumstances of each region and country.

In Japan, health and safety education is provided via e-learning to new employees of Fujitsu or Group companies to acquire useful basic knowledge on occupational accident prevention and self-management of health (1,944 people/year complete the course).

In Americas region, Asia Pacific, the Europe region, and at the Global Delivery Business Group, online training "Safety Awareness World" allows employees to experience various work environments around the world for the purpose of understanding and properly managing workplace health and safety risks (95% of the target 45,001 employees have completed this training). This training includes a learning mode and testing mode that focus on important topics related to safety such as reporting hazards and incidents, preparedness in emergencies, risk assessment, and support tools aimed at ensuring safety at all locations where employees work. It is available in 10 languages and allows for comparisons of results between countries and regions.

World Day for Safety and Health at Work

In support of the purpose of the International Labour Organization's (ILO's) World Day for Safety and Health at Work, we conduct awareness-raising activities on employee occupational safety and health at a global scale. For the 2024 World Day for Safety and Health at Work, we delivered a message to all employees about the importance of health and safety and a safe and healthy work environment.

In Americas region, Asia Pacific, the Europe regions, and at the Global Delivery Business Group, we conducted safety and health awareness campaigns aimed at building an environment where teams from various countries and regions can work safely. This included reporting on the causes of and means to prevent accidents, incidents, slips, and trips, sharing information on heatstroke prevention, responding to extreme weather conditions, establishing ergonomically optimal workplaces, and ensuring safe driving and safe vehicle equipment.

In addition, we have in place occupational safety and health support tools for employees and conduct mock training in preparation for emergency situations (terrorist threats, pandemics, extreme weather events, fires, etc.).

Initiatives for Obtaining International Occupational Health and Safety Certifications, and External Evaluations

The international standard of ISO 45001 certification for occupational health and safety management (OH&S) has been obtained by Group companies in the UK, Ireland, France, Spain, Australia, New Zealand, Germany, Portugal, India, and Estonia, and in FY2024, Group companies in Poland and the Philippines newly gained certification. In addition, a team of occupational health and safety experts who are members of IOSH (Institution of Occupational Safety and Health) and have been certified through ISO45001 lead auditor training have been deployed in various overseas regions outside Japan to support a diverse workforce.

For external evaluations, we were recognized for our efforts to maintain and provide a healthy and safe working environment, and India and the Global Delivery Business Group received the International Safety Award from the British Safety Council. This award is given in recognition of exemplary efforts in health, safety, and well-being management. We also participate in the Global Electronics Council's Sustainability Technology Committee, which has agreed on new requirements regarding the global environment and human rights, as well as the Business Leaders Forum of the IOSH (Institution of Occupational Safety and Health) in the UK.

In Taiwan, we conduct workplace safety and health activities in accordance with regulations established by the Taiwanese government, and have obtained the Healthy Workplace Certification-Health Promotion Mark from the Health Promotion Administration (MOHW-HPA).



Bureau Veritas ISO 45001
Certification (for 10
certified companies in
regions outside Japan)



British Safety Council
International Safety Award



ILO (International Labour
Organization)



IOSH (Institution of
Occupational Safety and
Health)

Group Companies with ISO 45001

Fujitsu Australia Limited
Fujitsu Services Ltd
Fujitsu Services GmbH
Fujitsu Technology Solutions GmbH
Fujitsu Technology Solutions SA
Fujitsu Technology Solutions SAS
Fujitsu Technology Solutions LDA
Fujitsu New Zealand Ltd
Fujitsu Consulting India Pvt Limited
Fujitsu Estonia AS
Fujitsu Technology Solutions Sp. z o.o.
WeServ Systems International Inc.

Occupational Accident Response and Workplace Management

In parallel with thorough prevention measures for workplace accidents, each region and country promptly responds when a workplace accident occurs.

When an employee in Japan is injured at work, a workflow is implemented to quickly and appropriately collect information about the workplace accident, such as when and where the accident occurred, with a strengthened response up through the Human Resources Unit. After confirming the contents of employee and workplace reports, the Human Resources Unit conducts interviews with the persons involved in the accident and the related parties to obtain further details as well as to take the necessary measures for injured persons to recover from the workplace accident. In addition, we are always available to employees for consultations about workplace accidents or general health and safety matters through our workplace management inquiry system.

In Americas and the Europe regions, and at the Global Delivery Business Group, our workplace accident reporting system (Ask Safety) is used for reporting and investigating workplace accidents and managing measures to prevent recurrences. We also regularly promote use of this system to our employees at the regional and national levels through various kinds of training, our intranet sites, and webinar sessions. In addition, in the Europe region and at the Global Delivery Business Group, we encourage employees to regularly review their work environment, and conducted a workplace assessment in 2024 that included new items related to commuting and sustainability in order to measure the organization's current and future environmental impact. Employees can also use the system to request health and safety support, report concerns, and make suggestions for improvement. Employee requests are sent to the relevant health and safety experts, and progress can be tracked until the request is officially completed. We also operate an internationally certified health and safety management system and support our employees in each country and region by providing structured policies, procedures, work instructions, and effective risk-based processes and emergency preparedness protocols for business functions.

In Taiwan, industrial nurses and doctors visit workplaces regularly to manage employees' health and provide consultation, allowing employees to receive professional medical care and advice without leaving the office.

Occupational Accident Occurrences (Fujitsu and Group Companies)

Japan*1

★ Indicators assured by third party

	2021	2022	2023	2024
Frequency rate (*2)	0.04	0.03	0.09	0.13 ★
Severity rate (*4)	0.00	0.00	0.00	0.00

Occupational Accident Occurrences in Japan

*1: Fujitsu Limited (reference period: January to December of each year)

*2: 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 (*3) / Total number of hours worked by workers in the reference group during the reference period] x 1,000,000)

*3: 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

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

International regions (January–December 2024)

	Europe Region	Americas Region	Asia Pacific	Global Delivery	East Asia
Non-fatal occupational injury frequency rate (*5)	0.73	0.00	1.45	0.18	0.00
Non-fatal occupational injury severity rate (*6)	18.11	0.00	15.96	5.16	0.00

Occupational Accident Occurrences in International regions

*5: Calculated in accordance with the regulations of ILO : Non-fatal occupational injury frequency rate ([Number of new cases of non-fatal occupational injury during the reference period] / [Total number of hours worked by workers in the reference group during the reference period] x 1,000,000)

*6: Calculated in accordance with the regulations of ILO : Non-fatal occupational injury severity rate ([Number of days lost due to new cases of non-fatal occupational injury during the reference period] / [Total number of hours worked by workers in the reference group during the reference period] x 1,000,000)

Absentee Rate*7

	FY2021	FY2022	FY2023	FY2024	FY2024 (target)
Employee absentee rate (*8)	1.012 %	1.336 %	1.090 %	1.092 % ★	1.146 %
Number of employees	66,022	62,345	61,946	60,606	—

*7: Based on the number of full-time employees as of the end of the fiscal year (March 20) of Fujitsu Limited and Group companies in Japan (59 companies in FY2022, 56 companies in FY2023, and 55 companies in FY2024).

*8: Employee absentee rate (Absentee rate = [Number of absentee days *9 / Total days scheduled to be worked in the accounting period] x 100)

*9: Number of absentee days= Absence + Leave of absence (including absentee days and leave of absence due to illness and an accident, and absentee days due to an occupational accident)