



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

Well-being

Goal

WHAT FUJITSU ASPIRES TO BE

A state in which you can achieve the work and private life as you envision, and you have the discretion and decision-making power to achieve self-realization.

GOALS FOR FY2025

Each employee can understand and talk about their own Well-being

- Well-being
 - Sending Well-being Messages to Global for promotion understanding of Well-being
 - Development of Well-being Indicators
- Occupational Health & Safety (*1)
 - Zero occurrences of serious accidents

GOALS FOR FY2022

- Provide a work environment with opportunities to enrich and continuously improve our positivity, including health culture, enabling all of our people to thrive
→ Global average score for "Work-life Balance" and "Well-being (*2)" 71
- Provide opportunities where they achieve success in personal and professional development and can be completely themselves at work
→ Global average score for "Growth Opportunities" 70

*1 "Occupational Health and Safety" has been integrated into "Well-being" since FY2023.

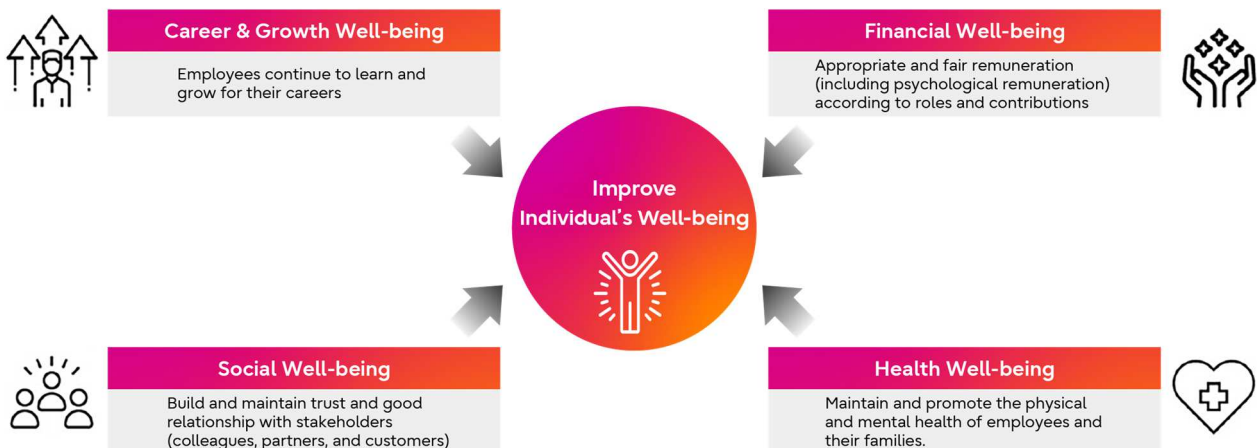
*2 "Work Environment" has been changed to "Well-being" from FY2022.

Fujitsu Group believe our employees' Well-being is

Fujitsu Group believe "Well-being" which focuses on people, the source of our business activities, is one of the most important management issues. We believe our employees' Well-being is "a state which staff can realize their work and private life as they envision, and have the discretion and decision-making power to achieve self-realization." While "Happy" is a momentarily feeling, "Well-being" is more sustainable happiness.

Fujitsu Group has summarized the four key elements of Well-being that can be realized through work. Although each individual will prioritize a different category for their own Well-being because of each individuals' circumstances, we believe that we can approach the state of Well-being through work when these factors are met.

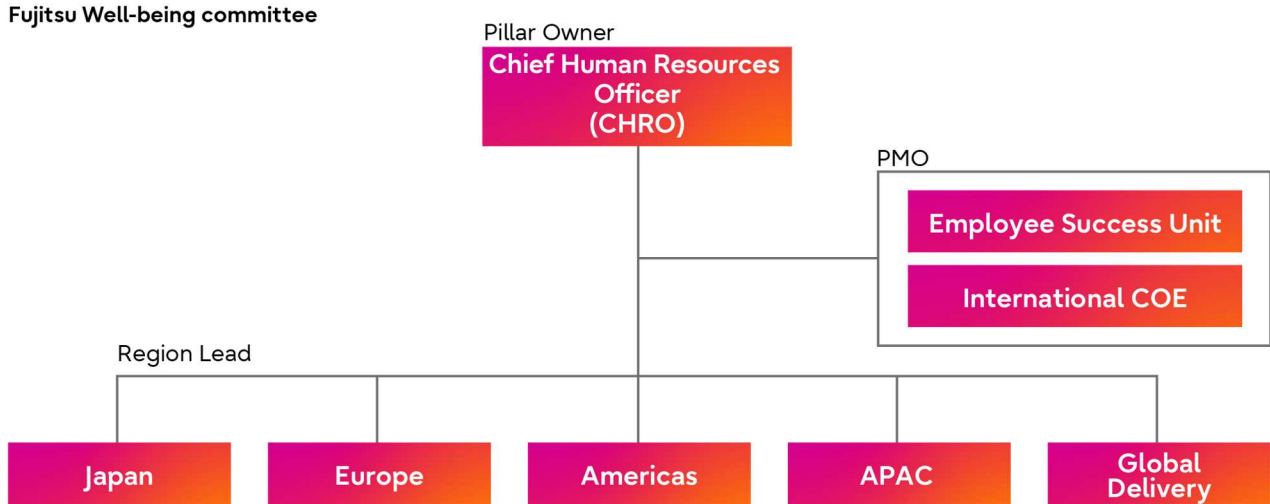
Four Key Elements of Well-being in Fujitsu Group



* Our theme color of Well-being Activities is Magenta Orange. Magenta represents deep warmth and creativity, and Orange represents moving perpetually forwards.

Promotion system and review

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 the pillar owner and the PMO (Employee Success Unit & International CoE) is responsible for planning and promotion. Regional leaders are appointed from each region to promote specific measures and activities in each region.

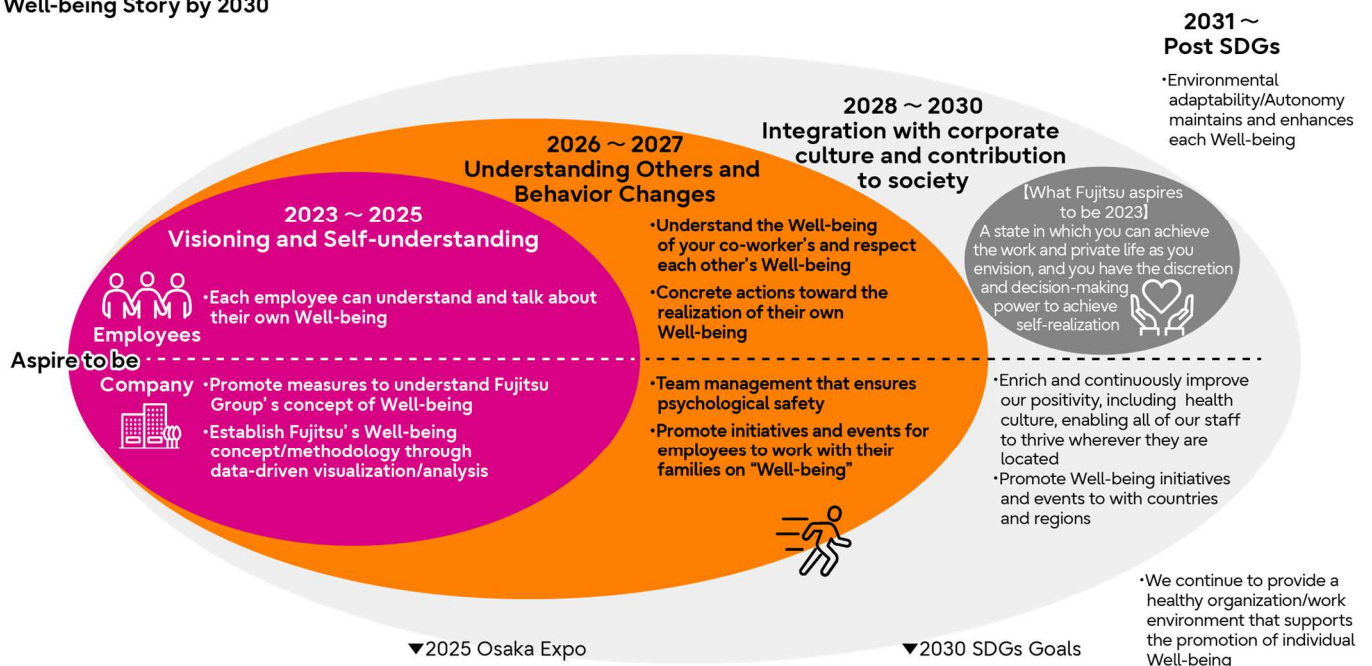


Goals and Results

Stories to 2030 (Goals)

We believe the time when Well-being becomes a common sense of value for people, will come after 2030, in which SDGs goals are set. We envision a Well-being story in three steps to realize the plan as the ideal form for 2030. It is currently in the first stage consists of the aim that "each employee can understand and talk about their own Well-being" by 2025. We are promoting the development of "Promote understanding of Well-being" and "Data-driven visualization and analysis" toward achieving this goal.

Well-being Story by 2030



Major Initiatives in FY2022 (Results)

1. Promote understanding of Well-being

- Promote Well-being Message at Global News

On January 30, 2023, CHRO sent a message to all global employees (approximately 120,000 employees) to promote understanding of Fujitsu's Well-being. The contents are "The definition of Well-being in Fujitsu Group" and "Our stance as a company for future improvement of our Well-being."



- Lecture by Mr. Yoshiki Ishikawa, Well-being for Planet Earth

On February 22, 2023, Mr. Yoshiki Ishikawa of Well-being for Planet Earth gave a lecture, question-and-answer session, and a discussion session at Fujitsu Transformation Now with the aim of understanding the positioning of Well-being in the society (approximately 1,200 employees participated).



- International Day of Happiness

On International Day of Happiness (March 20, 2023), CHRO sent a message to all Fujitsu Group employees around the world (approximately 120,000 employees), aiming to provide them with an opportunity to think their own Well-being. In Japan, we held a Thanks event in which employees could express their gratitude through an app (Target: approximately 30,000 employees in Fujitsu Ltd. / Number of thanks points during the event: approximately 12,000).

As a member of the Well-being Initiative (*3), we also held joint events with 19 other companies, publicized information on our company's Well-being initiatives, and had an opportunity to communicate with other companies in walking events.



*3 Well-being Initiative

The initiative was launched in 2021 by Nikkei Inc. in cooperation with Well-being for Planet Earth, a public interest incorporated foundation, voluntary companies, experts, and organizations. The Fujitsu Group has participated since the first year.

2. Data-driven visualization and analysis

We conducted a Well-being Trial Survey (targeting approximately 2,500 employees) from February 27 to March 10, 2023, with the aim of developing indicators to quantitatively measure the actual feeling of Well-being. We plan to conduct trial surveys in 2Q for all employees in Japan (approximately 80,000 employees) and in 4Q for all employees worldwide (approximately 120,000 employees).

Activities in each category

- > [Career & Growth Well-being](#)
- > [Financial Well-being](#)
- > [Social Well-being](#)
- > [Health Well-being](#)
- > [Occupational Health and Safety](#)

Career & Growth Wellbeing

Policy

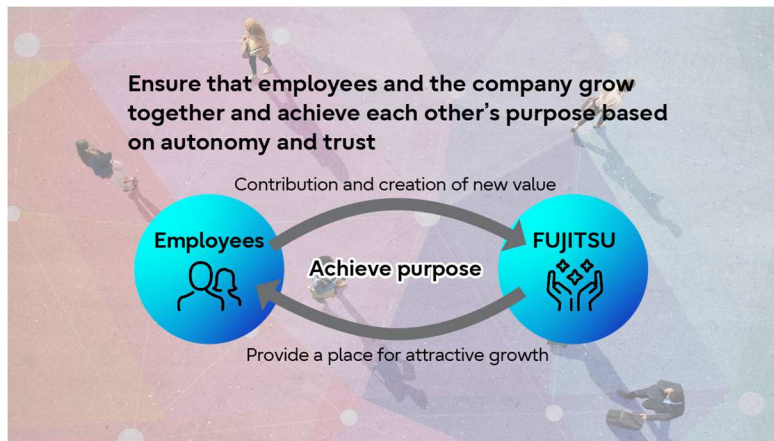
We are working to expand growth opportunities for our employees, aiming to become a company that creates innovation in every corner of society by bringing together a diverse range of internal and external human resources with agility, in order to realize our company's purpose to make the world more sustainable 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

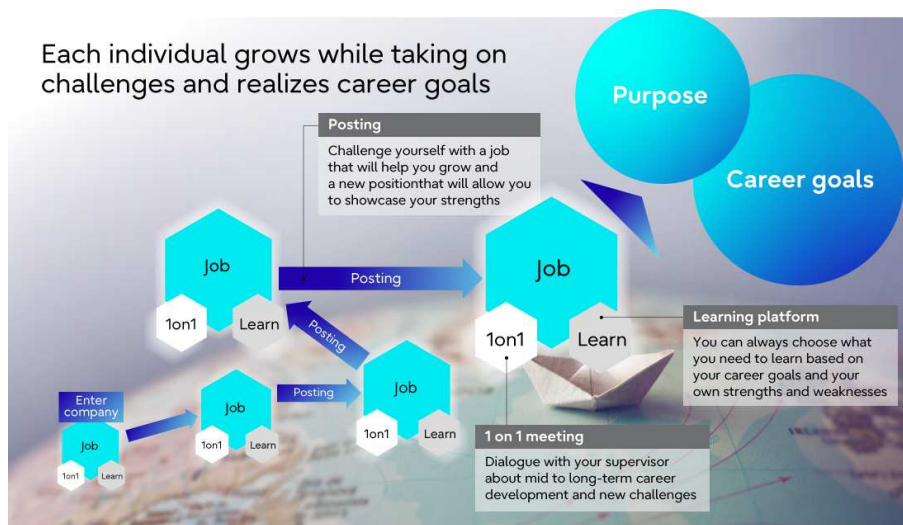
From April 2022, we have introduced a new personnel system based on the concept of 'job-based human resource management' that encourages each employee to take on challenges and grow with in our domestic Group. In line with this, we are implementing measures focused on each individual to support employees in taking on challenges and growing based on their career ownership.

In order to realize our purpose, Fujitsu has shifted its relationship with employees to one that fosters autonomy and trust while realizing mutual growth, and it has completely revamped its human resources and personnel training system, which now focus on job-based human resources management that supports employees to tackle new challenges. The collection of programs that supports employee career ownership is now named FUJITSU Career Ownership Program (FCOP) to reflect the company's efforts to cultivate career ownership among all employees.

The program offers streamlined career development opportunities, including Understanding and Promotion of Career Ownership aimed at understanding one's own career phase through career ownership diagnosis and age-specific workshops, Career Interviews that provide one-on-one interview opportunities with a career counsellor or a supervisor, Learning Opportunities that allow employees to learn a multitude of content both relevant to and outside of work anytime anywhere through a learning platform, and Opportunities to Take Challenges that enables employees to apply for transfer or promotion to a position they aspire to within the Fujitsu Group through the global internal job posting system. Through these opportunities, FUJITSU aims to grow together with its employees while realizing its purpose based on an autonomous and trusting relationship between employees and the company serving as the foundation.



Relationship Between Employees and the Company



Framework for Supporting the Career Realization of Each and Every Employee

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.

Fujitsu Innovation Circuit

The Fujitsu Innovation Circuit aims to enable us to become a company where anyone can take on challenges, where conversations about what has been learned from challenges and support for those taking on challenges are commonplace, and where intrapreneurs (internal entrepreneurs) are born to lead Fujitsu into the future and realize the world we aim to create with Uvance.

Under the full supervision of Yasuhiro Yamakawa, Associate Professor of Entrepreneurship at Babson College in the US, the Academy and Challenge stage, which began in November 2021, fosters intrapreneurs through learning and practice of entrepreneurship. By the third iteration, 571 people have participated and acquired the corporate know-how and mindset. Moreover, we established the Growth Program in July 2022 as a practical program that incubates high potential projects among business ideas derived from the Challenge Program. In FY2022, there were a total of seven projects promoted.

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.

We have 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 FY2022, a total of 33 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 offers a reskilling program based on the skill level of individual employees in order to strengthen the workforce for expanding the Business Application business, which is one of the key focus areas for developing a technological foundation to address cross-industry challenges within Fujitsu Uvance.

One of the programs offered is the Global Strategic Partner Academy. This program is Fujitsu's strategic technology partner, which is implemented through collaboration between ServiceNow, Inc., SAP SE, and Microsoft Corporation, the world's top IT service providers. It has been rolled out globally as a universal program, allowing learners to acquire knowledge and skills of the three companies' services, as well as cutting edge digital technology and know-how. The aim of the program is to increase the number of personnel with highly specialized knowledge and know-how. Starting in December 2021, Fujitsu has been offering highly specialized IT services to its customers thanks to the 57 employees who have completed this program to date. We aim to invest in human resources over the long-term to achieve a sustainable society through technological innovation. At the same time, we aspire to create an environment where anyone can take on digital related job duties and work together with partner businesses and customers in maximizing the potential of digital technology. We will aid in addressing challenges faced by customers and society by strengthening global collaboration with human resources that excel in digital technology.

Initiatives Supporting Career Ownership

We are supporting the growth of our people by providing multiple options in career development and training to empower them to take actions towards reaching specific career goals.

FUJITSU Career Ownership Program (FCOP)

We offer the FUJITSU Career Ownership Program (FCOP) as a support program to help each Fujitsu employee take career ownership and realize their career goals. We host Career Café as a practical workshop centered on dialogue, providing participants of the same generation with the opportunity to share ideas with one another and receive new career inspiration. Employees can also use career ownership diagnosis as a tool to understand where they stand in terms of career ownership. The tool contains 16 simple questions that provide insight into an employee's current career ownership status and actionable tips. The accumulated statistical data serves as an important tool for visualizing and utilizing human capital data to better understand career autonomy and challenges faced by the organization.

Furthermore, we offer expanded career interviews with in-house career counselors to provide a third-party perspective for employees to thrive and actively participate at work in their own unique ways. In-house career counselors are staffed by managers with job experience. Over 1,000 employees have sought advice to help achieve their desired goals.

Purpose Carving

"Purpose Carving" is a program that encourages employees to verbalize their own purpose through dialogue with colleagues. At Fujitsu, we focus on the individual purposes of employees and in less than two years since the program's inception, we have carved out "My Purpose" among more than half of our employees, approximately 70,000 people. The program has become an engine that drives our digital transformation. As it shows a growing correlation with personal, organizational and corporate transformation, Fujitsu is also considering expanding the program as an organizational transformation service program available to external parties.

Promotion Structure

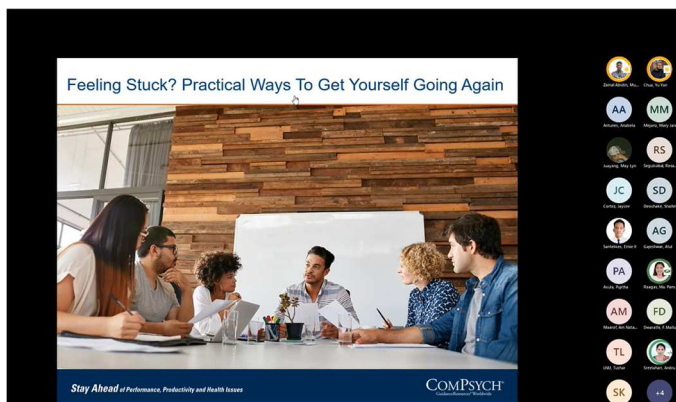
We are building a system to promote human resource development measures in a globally integrated manner in order to realize our purpose. The Engagement & Growth Division is in charge of human resource development in line with company-wide management policies, while the Human Resources Development division 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.

Main Initiatives of Each Region

Employee Support Workshop in Global Delivery

In 2022, a workshop targeting incumbent, new and future managers was launched in the second quarter in Global Delivery, which received positive feedback from participants. To date, a total of six training sessions led by global trainers have been held, with over 100 employees participating in each session. The training covered themes including advice on self-care for managers, staff management in stressful situations, improvement of empathy, unconscious bias, and principles of time management.



Workshop to Improve Work-Life Balance in Taiwan

Fujitsu Taiwan Limited (FTL) conducts an online workshop that supports employees, particularly women, to improve their communication skills aimed at achieving a balance between family, life and work. The goals of the workshop are to enhance employees' well-being and work-life balance, as well as to increase their work engagement. We believe that management of employees that harmonizes and integrates employees who each belong to a different community and affiliation will help empower employees and improve their well-being.



FY2022 Performance

- Average Annual Hours Spent Learning and Annual Cost of Learning Per Employee (Fujitsu and its domestic Group companies)

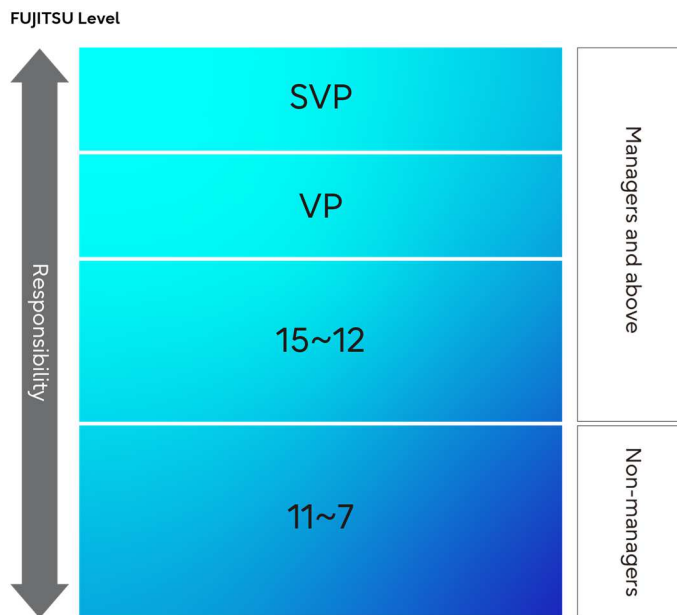
Total Average	
Average Annual Hours Spent Learning *Global overall	46.5 hours
Annual Cost of Learning *Global overall	75,400 yen

Financial Well-being

Performance Evaluation and Compensation

Reform Towards Position-based HR Management and Job (Responsibility)-Based Compensation

Fujitsu and the group companies in Japan are engaged in reforming their human resource systems as they work towards Position-based HR Management. In April 2020, we introduced job descriptions for manager positions that clearly outlined their jobs. This is now being extended to non-managers, starting in April 2022. This new system uses a globally unified standard to rate the magnitude and importance of the job, not the person, and the compensation reflects this rating. In April 2023, we lifted our average monthly wage in Japan by approximately 10%. To attract and retain diverse and talented employees, we are also reviewing our compensation levels to ensure they are competitive in terms of global corporate benchmarks. The goal of these measures is to encourage every one of our employees to be highly motivated as they rise to the challenge of value creation and to spur their growth as we address the constantly changing issues faced by our customers and by the wider community. In line with this, we are significantly extending our



posting structure so that employees can gain entry into their desired jobs and positions based on their own career goals, rather than being promoted or transferred at the recommendation of their superiors. At the same time, we are also recruiting suitable candidates from outside the company, not just from within our own ranks, and adopting career promotions based on an approach of matching the right talent with the right job.

As well as having a quantitative perspective, such as sales numbers or the magnitude and importance of the job (responsibility), these jobs are also rated based on perspectives such as the reporting line, difficulty, impact, level of specialization and diversity. This is referred to as the “FUJITSU Level”, and in this structure, the monthly salary is determined by the FUJITSU Level.

For FUJITSU Level 15 positions and below, bonuses are paid based on evaluations. For executive positions of VP and higher, an STI(*1)/LTI(*2) scheme is being introduced that is more closely tied to results. This scheme will also apply to executives both in Japan and overseas.

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

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

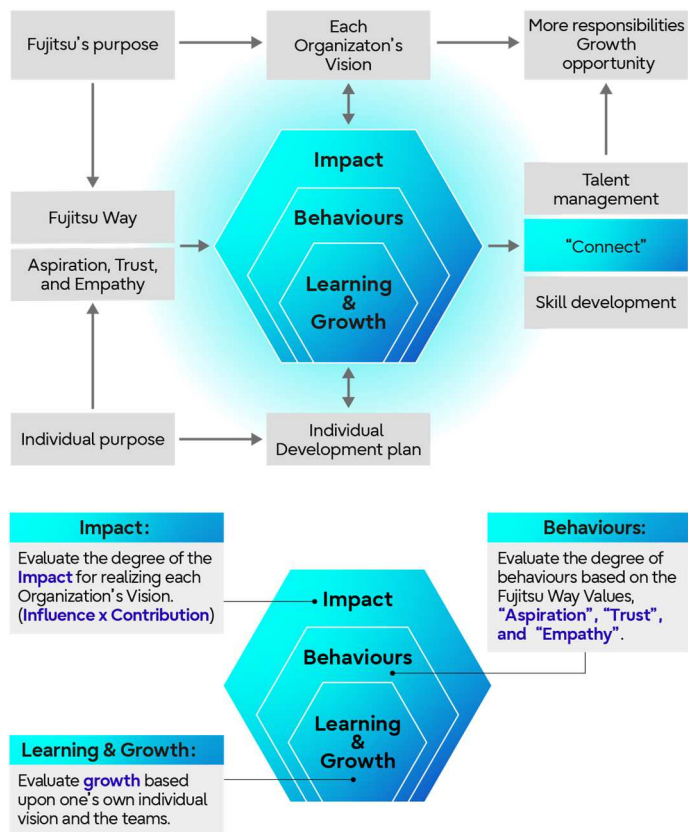
Introduction of a Global Common Evaluation System

As part of our global common evaluation system, we introduced “Executive Performance Management” for executives in FUJITSU Level VP positions and above as well as the “Connect” system for all employees in FUJITSU Level 15 positions and below. These evaluation systems were introduced with the aim of spurring greater ambition among all our employees and promoting both organizational and personal growth. To achieve this, we began by drafting a “Organization’s Vision” that depicts the future to be achieved by each organization as we strive to realize Fujitsu’s purpose, bringing employees closer to that purpose and encouraging each of them to rise to the challenge. We also made this one of the criteria for assessing the extent to which we embody the “Our Values” in the Fujitsu Way, thereby helping change behaviors in line with achieving our purpose.

Our Executive Performance Management employs the “Balanced Scorecard” method, which involves evaluation from the perspective of “financial indicators”, “key indicators” and “behavioral indicators”. Rather than being based solely on financial indicators, evaluations are well balanced, using a framework of key indicators and behavioral indicators as well as initiatives related to materiality and non-financial indicators, such as employee engagement, customer NPS, and the percentage of women in leadership roles.

In the “Connect” system, employees are assessed on their “Impact”, “Behaviours” and “Learning & Growth” relative to achieving each organization’s vision and Fujitsu’s purpose. (See figure at right.)

Feedback is provided through regular communication on a monthly or quarterly basis between managers and members, which maximizes behavioral change, growth and impact and also builds trusted relationships that help to improve acceptance of the evaluations. Evaluation results not only feed into bonuses, but are also used by the organization’s personnel management to assign higher levels of responsibility and opportunities for growth to highly evaluated employees.



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.

Key Initiatives in Regions Outside Japan

Financial Well-being Support in the UK

There are four ways Fujitsu supports financial well-being for employees in the UK.

- Financial education awareness sessions: Topics include pensions, debt and savings; extensive support is also provided to help with the acquisition of knowledge about financial matters
- An employee assistance program that offers independent one-to-one financial support
- Various financial benefits that support different life priorities and enable employees to select the options that are most suitable for them (such as insurance and healthcare)
- A range of discounts offered to employees



A 24/365 Accident Insurance Scheme in Germany

From Fujitsu's perspective, it is important that all employees have insurance cover 24 hours a day – not only during working hours.

We therefore implemented a universal accident insurance scheme for all Fujitsu employees working in Germany. Since August 2022, even for private accidents, all staff have enjoyed 24-hour, omnidirectional accident coverage.



Cherbourg Digital Service Centre in Australia

Working with the Cherbourg Aboriginal Shire Council and local community, the Queensland Government's Department of Tourism, Innovation and Sport and TAFE Queensland, Fujitsu Australia established the First Nations Service Centre to support digital innovation in the Cherbourg community. The service center (located in an aboriginal community in Wakka Wakka Country, 260 kilometers northwest of Brisbane) is part of a three-year pilot program designed to promote economic development in Queensland's indigenous communities through training in digital skills and by providing employment opportunities.



Social Well-being

Work Environment

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

Fujitsu is promoting Work Life Shift in these uncertain times 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 focusing not only 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

Approximately 80,000 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 work place 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 wellbeing 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 35,000 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 work-life balance and the productivity of every employee through a variety of initiatives aimed at reducing long working hours. By promoting Work Life Shift, we are also enhancing our systems that support diverse modes of employment based on tele-working, allowing employees to make use of flexible working arrangements, such as flex time and exempt labor systems.

Examples of specific initiatives aimed at reducing long working hours:

- Adopting flex time that is not tied to a core time and exempt labor systems for professional and management-related work
- Sending alert e-mails regarding overtime work
- Specifying recommended days for taking annual leave
- Emphasizing the concept of working hours management during management training
- Adjusting work patterns and leisure patterns according to fluctuations in workload

Support of 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

- Childbirth/childcare support leave (spouse or partner is entitled to 20 days of leave within 8 weeks before or after birth)
- Use of annual leave is permitted during childcare leave
- Child illness/injury leave (up to March 31 in Year 6 of elementary school)
- 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)
- Establishment of corporate childcare centers

- Subsidies for babysitting service expenses

2. Nursing care

- Leave for nursing care and preparing for nursing care
- Nursing care reduced working hours system
- Remote work
- 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 the Fujitsu Group's 130,000 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 the union agreement, we hold discussions about various employment conditions and explain management policies and business conditions, along with business reorganization and other matters, to its 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 the employee representatives from Fujitsu Group companies.

Fujitsu has established a consultation service as a contact point for email and phone 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 round 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 go 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.

Key Initiatives in Regions Outside Japan

Technology Support in Rural Thailand

Fujitsu (Thailand) Co., Ltd. offers technical training in Thailand's rural areas and also supports access to future employment opportunities. For example, as part of our efforts to boost the availability of personal computers, we donated computers, educational tools, and meals to schoolchildren in Phetchaburi Province. As the issue of digital inclusion becomes increasingly important, Fujitsu wants to help reduce gaps in learning opportunities and thereby create a more inclusive digital society on a global level.



Mindfulness Lab in the Americas

The Mindfulness Lab has been launched in Americas Region, in response to requests from participants, and features mindfulness webinars hosted by the Americas Responsible Business Wellbeing Lead. The 30-minute, biweekly Mindfulness Lab sessions include exercises that support calmness, focus, and connection. Guided by the Lead, who is a certified Mastermind Mindfulness Facilitator, the sessions incorporate a mindfulness topic, a relevant practice, and time for discussion.

Mindfulness Lab Series



Curious about how mindfulness can help you navigate life – both work and home - with calm, focus, and connection? Please join Michele Studer, Mastermind Mindfulness Facilitator and Americas Responsible Business Wellbeing Lead, for the Mindfulness Lab: a biweekly mindfulness session. In these sessions, we'll explore the various facets of mindfulness and its practice. The general structure will include a mindfulness topic, a relevant practice, and time for discussion. Add the series to your calendar and join when you can. The second session is Tuesday, March 28 at 12 pm CT and will continue every two weeks until August 1.

[Add the series to your calendar](#)

Moving your Wellbeing Dial in Australia and New Zealand

Fujitsu invited Dr. Sarb Johal to present a session to employees in Australia and New Zealand. Active in many disciplines, the psychologist is also a broadcaster and best-selling author of books such as "Finding Calm: Managing Fear and Anxiety in an Uncertain World". During the session, Dr. Johal encouraged participants to think about and acknowledge recent global and regional challenges and he explored tools and practical tips to move our well-being initiatives in a more positive direction.



FY2022 Performance

Initiatives Aimed at Reducing Long Working Hours

The discretionary working system applies to 17% of employees, and the flex time system applies to 78% of employees (Fujitsu Limited)

Telework Rate

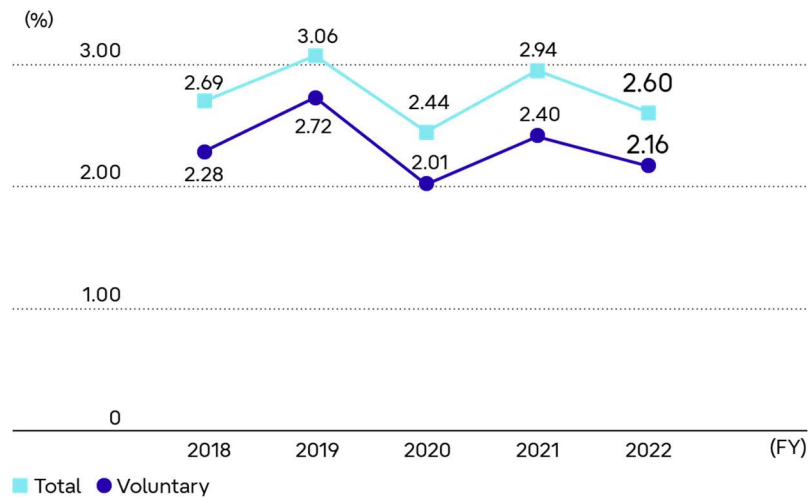
The telework rate is around 75%.

Unionization Rate

The unionization rate is 75.4% (Fujitsu Limited)

* Calculation basis includes managers and non-regular employees who are not union members

Turnover Rate (Fujitsu)



Health Well-being

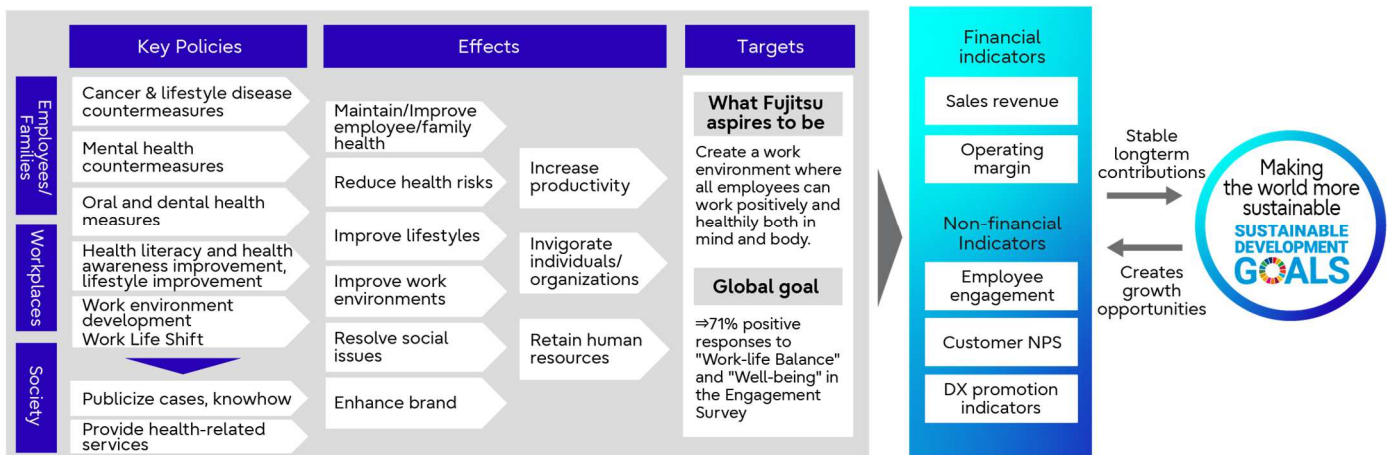
Our Health Management Policy

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.

> [Fujitsu Group Health Statement and Key Measures](#)

Positioning of Health Management



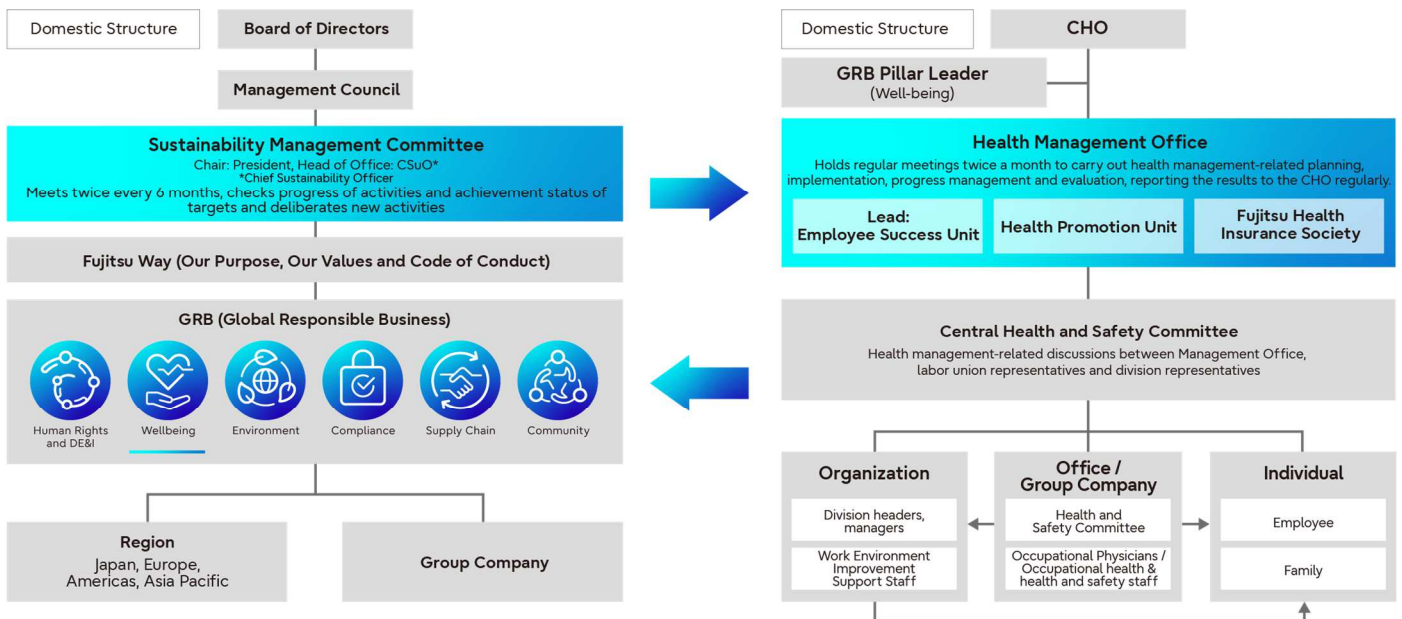
Domestic Structure for Promoting Health Management and Conducting Reviews

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, Work Environment Improvement Support Staff) and individuals (employees and their families) to action.

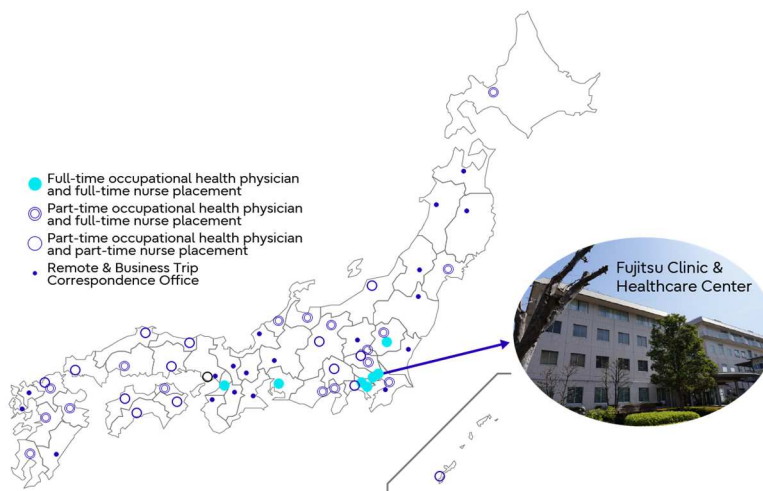
Two meetings have been established to promote health management initiatives: the Central Health and Safety Committee and the Health Management Cooperation Council. The Central Health and Safety Committee reflects the opinions of employees by discussing issues and sharing information with the representatives of labor unions and the representatives from offices and divisions. At the Health Management Cooperation Council, the Health Management Office and corporate, research and business divisions share information in both directions about Fujitsu's health management initiatives and about health management-related business initiatives being carried out by research and business divisions. They encourage the adoption of health management in business while promoting the application of ICT (such as in demonstration experiments).

Health Well-being Promotion System



Allocation of occupational health staff in Japan

	Health Promotion Unit		
	Full-time	Part-time	Total
Occupational health physician	17	98	115
Clinician, etc.	1	35	36
Public health nurse	87	24	111
Nurse	17	15	32
Psychologist	6	0	6
Other healthcare professionals	1	1	2
Administrative staff	41	5	46
Total	170	178	348



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 creating an environment where all employees can work positively and healthily while also enabling employees to develop personally, and offering opportunities for them to demonstrate those abilities to the fullest extent. To that end, our goal for 2022 is to have an average score of 71 globally for "work-life balance" and "work environment" in the Engagement Survey, which we are working to achieve 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

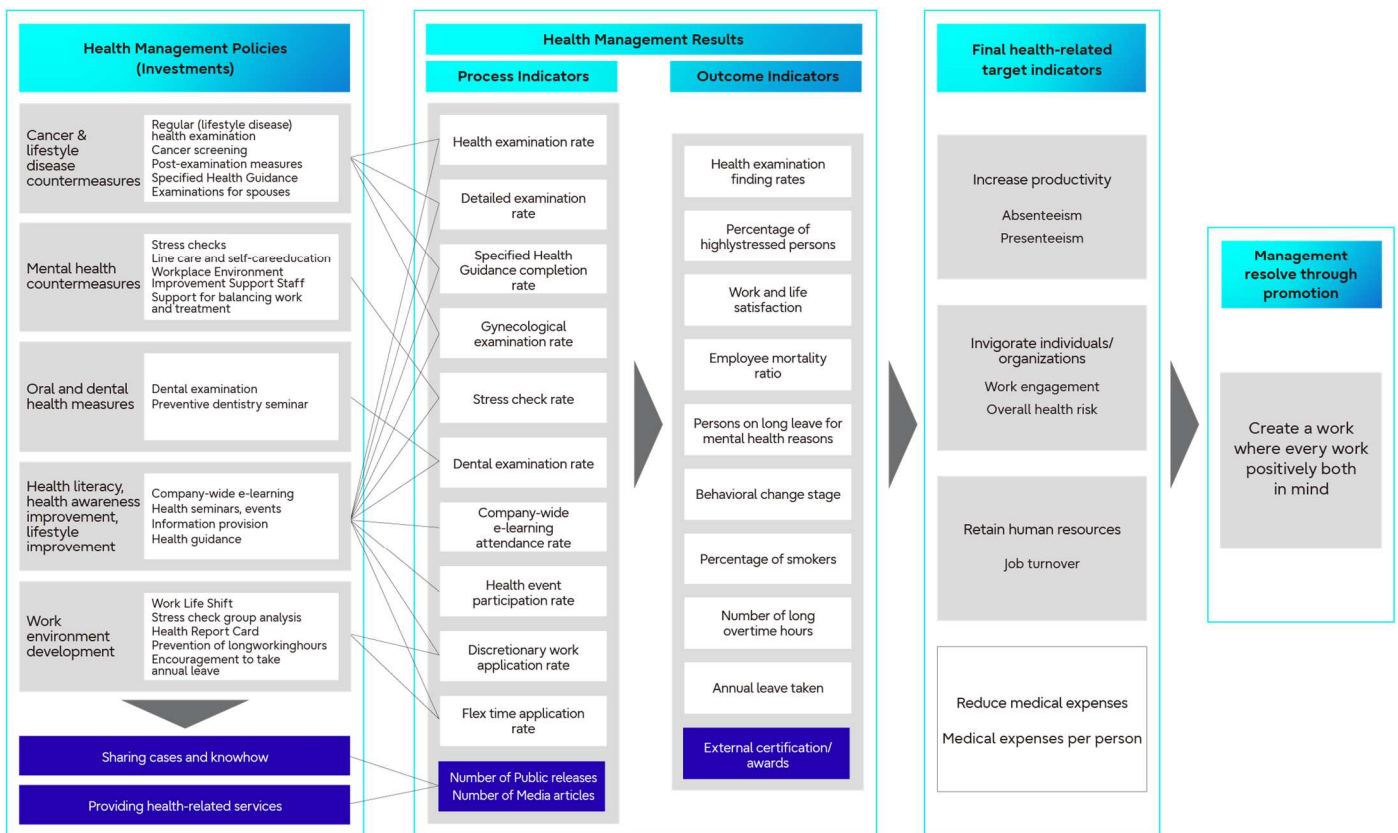
1. Cancer & lifestyle disease countermeasures
2. Mental health countermeasures
3. Oral and dental health measures
4. Health literacy and health awareness improvement, lifestyle improvement, and
5. Work environment development, while performing the PDCA cycle.

Final target indicator		FY2020	FY2021	FY2022
Improve productivity	Improve absenteeism (*1)	0.84%	1.32%	1.24%
	Improve presenteeism (*2)	—	1.27%	1.34%

Invigorate individuals & organizations	Improve work engagement (*3)	2.48	2.41	2.47
	Improve overall health risks	99	99	96
Enhance human resource retention	Improve job turnover	2.44%	2.94%	2.60%
(Reference indicators)	Medical expenses per person	296,521 yen	317,483 yen	339,472 yen
	Out of which insured persons	188,265 yen	200,056 yen	215,860 yen

- *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
- *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 (no data for FY2020 due to a change in calculation methods from FY2021 onwards)
- *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.

Health Management Strategy Map



Health Management Results_ Process Indicators

Priority Measures	Indicators	FY2020 Results	FY2021 Results	FY2022 Results	FY2023 Targets
Cancer & lifestyle disease countermeasures	Regular (lifestyle disease) health examination rate	99.9%	100%	100%	100%
	Detailed examination rate after regular health examination	78.8%	88.8%	89.6%	90.0%
	Specified Health Guidance completion rate (*4)(*5)	38.5%	32.8%	33.5%	55.0%
	Cancer screening (breast cancer, cervical cancer) rate (*4)	56.8%	59.0%	63.6%	63.0%

Mental health countermeasures	Stress check rate	84.4%	85.7%	92.8%	94.0%
Oral and dental health measures	Dental examination rate (*4)	38.4%	37.4%	39.9%	52.0%
Health literacy Health awareness improvement	Company-wide e-learning attendance rate	89.2%	(*10)	92.9%	100%
	Health event (walking event) participation rate (*4)	22.8%	30.4%	33.5%	35.0%
Work environment development	Discretionary work application rate	18.0%	16.0%	17.0%	—
	Flex time application rate	77.0%	79.0%	78.0%	—

Health Management Results_Outcome Indicators

Indicators		FY2020 Results	FY2021 Results	FY2022 Results	FY2023 Targets
Status of employee mortality	Employee mortality ratio (for a population of 100,000)	103.0 persons	98.5 persons	50.7 persons	—
	Standardized mortality ratio (SMR) (*6)	64.4	55.3	28.4	—
Lost working days due to illness	Percentage of absentees/persons on leave for mental health reasons (*7)	1.63%	2.09%	2.22%	1.50%
	Percentage of absentees/persons on leave for other illnesses (*8)	0.39%	0.38%	0.23%	0.30%
Health examination results	Percentage of overweight persons (*4)	19.4%	19.9%	22.9%	12.9%
	Percentage of high-risk persons (*4)(*10)	1.3%	1.5%	1.5%	0.6%
Stress check results	Work and lifestyle satisfaction	21.2%	22.7%	24.1%	25.0%
	Percentage of highly-stressed persons	10.0%	9.9%	10.0%	8.0%
Lifestyle and health behavior status	Smoking rate	18.5%	16.5%	16.3%	20.0%
	Behavioral change stage (health behavior implementation rate)	43.6%	43.8%	45.4%	55.0%
Status of working hours	Average overtime	23.4 hours	22.0 hours	21.0 hours	—
	Rate of taking paid annual leave	65.4%	69.4%	74.8%	—

*4 Indicators apply to individuals 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 Standardized Mortality Ratio (SMR): The number of mortalities compared to the number of mortalities in Japan as a whole, indexed based on 100.

*7 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.

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

*9 Ratio of persons determined to be at [high risk for hypertension, diabetes or CKD \(chronic kidney disease\)](#) based on health examination data.

*10 Company-wide e-learning was suspended in FY2021 to implement workplace vaccination of the COVID-19 vaccine.

> [Other Health examination result | Lifestyle habits](#)

Health Management Investment

In accordance with the health management strategy, the cost of initiatives aimed at maintaining and improving the health of employees is 1,452 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	491
B	Personnel cost	809
C	Equipment-related cost	80
D	Indirect cost	72
Total		1,452

Expenses of main measures

- Cost of medical examinations 472 million yen
- Cost of stress check 9 million yen
- Cost of e-learning 7 million yen
- Cost of company-wide seminar 1 million yen

Indicator verification examples

The relation between Work Life Shift working styles, stress and health risks

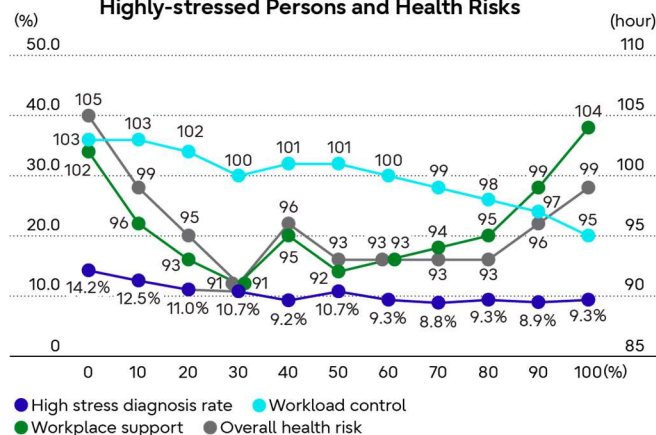
According to stress checks, the overall health risk was 99 in FY2021 and 96 in FY2022, showing a trend toward improvement.

An analysis of teleworking rates, highly-stressed persons and health risks shows that the number of highly-stressed persons decreases as the rate of teleworking increases. However there is a U-shaped relationship between overall health risks and teleworking rates. Workload control risks and workplace support risks both increase for the group with low teleworking rates. Workload control risks decrease as the rate of teleworking increases, but when the teleworking rate exceeds 90%, workplace support risk increases. (Graph 1)

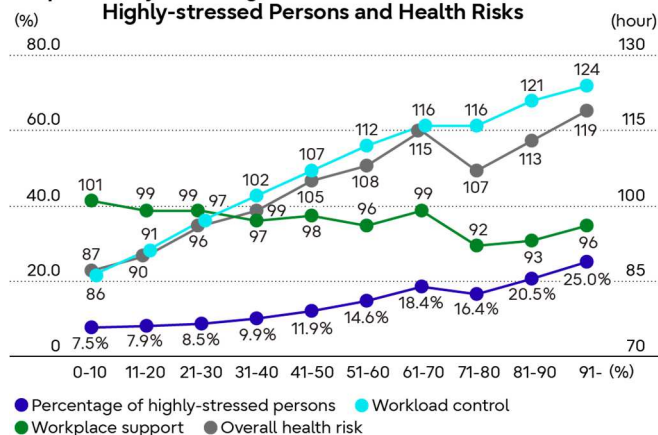
An analysis of long overtime hours, highly-stressed persons and health risks shows that workload control risks and overall health risks increase with longer overtime hours. (Graph 2)

The results of this analysis show that stress and health risks can be reduced by creating a hybrid work system by combining the flexible use of time and locations based on work contents and purpose and lifestyles that teleworking offers with the effective use of real-life communication at the office, and by coupling the hybrid work system with a reduction in overtime hours through the proactive application of flexible work structures such as flextime and discretionary systems. Thus we will further promote Work Life Shift as a new working style that allows employees to display even higher productivity and continue to innovate.

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



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.

Major Regional Initiatives

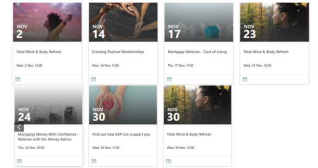
Mental Health Webinars in Global Delivery

At Global Delivery, we offer live Webinars for employees with speeches by guest speakers (industry leaders within and outside of the company) on the impact of practicing mindfulness, resilience, and thoughtfulness on the individual and workplace. Since its inception, we have held a total of five sessions, involving 1,750 employees, covering themes of thoughtfulness toward others, management of emotional and mental well-being, perspective of DE&I leaders, workplace anxiety, and business culture.



Well-being Week in the Netherlands, Europe

Health related activities are regularly held in Europe. In the Netherlands, we encouraged employees to partake in well-being activities for each of the daily themes taking place during Well-being Week. In the UK, health checks are provided at the whole hub location, with over 300 employees attending. To remove mental health related barriers at the workplace, we regularly share webcasts on a variety of topics, including burnout syndrome, resilience promotion, and detecting anxiety. Furthermore, we also held a virtual yoga session for employees in Europe.



External Initiatives in UK

At Fujitsu UK, we shared information on the support system available to employees and how to assess well-being in the publication of Managing Workplace Health and Wellbeing in a crisis (published January 2022), and discussed their connections to Fujitsu's business goals in the UK as part of the National Forum for Health and Wellbeing at Work.

Colour Kitchen in Germany, Austria and Switzerland

In autumn 2022, Fujitsu conducted the Colour Kitchen recipe campaign together with its health insurance program by Siemens, in which favorite healthy recipes submitted by employees in Germany, Austria and Switzerland were featured in the company's digital recipe book. This campaign helped promote the fun in making dishes among colleagues as well as helped enhance motivation to achieve health in the workplace. The 21 healthiest recipes were chosen from the many entries submitted.



10,000 Steps Challenge in Germany, Austria and Switzerland

In the 10,000 Steps! – Every step counts campaign, a total of over 30 million steps were recorded using a smartphone app from 47 teams in Germany, Austria and Switzerland. This is equivalent to a 362-ton reduction in CO₂ compared to traveling the same distance by automobile. This three-week long campaign that started in July 2022 motivated employees to walk more in their everyday life. Many employees have continued to use the app to monitor their steps as they have developed a workout routine even after the campaign ended.



Communication Plan for Well-being in Americas

In the Americas, a communication plan was established to encourage and penetrate health education and activities for employees. We communicated with all employees 26 times through the company newsletter. Those 26 themes communicated included tips on maintaining health, boosting mental support, and well-being.



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).



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

> [Project to Prevent Diseases from Becoming Severe](#)

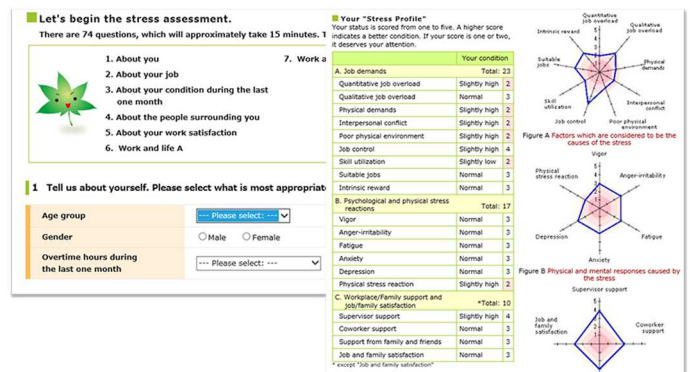
Cancer Countermeasures

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.



A stress diagnostic tool and individual results

In a system unique to the Fujitsu Group, Work Environment Improvement Support Staff are appointed and placed at each workplace to promote the creation of work environments where employees can work positively and healthily. The Support Staff work together with managers to solve work management challenges, detect poor health quickly based on employee performance and daily communication with them and to respond at an early stage by coordinating with the Health Promotion Unit and Human Resources Unit.

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 internal studies, 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](#)

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. Therefore we have set it as an important health issue and we hold activities such as dental examinations and preventive dentistry seminars to promote oral and dental health.

- **Dental examinations**
We provide tooth checks (caries and fractures), periodontal pocket measurement and brushing guidance for employees aged 25, 30, 35 and 40 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**
In cooperation with JOF (*11), we hold a preventive dentistry seminar entitled "Preventive dentistry in the Reiwa era from 2019 onwards," 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 (*12).

*11 JOF@KEEP28 Corporation (Japan Oral Physicians Forum)

*12 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.

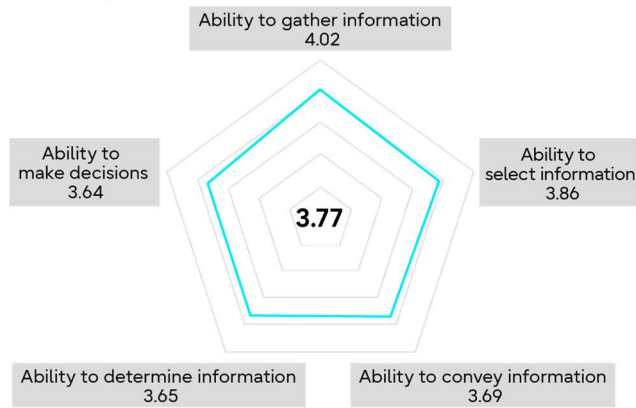
Health literacy and health awareness improvement

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.

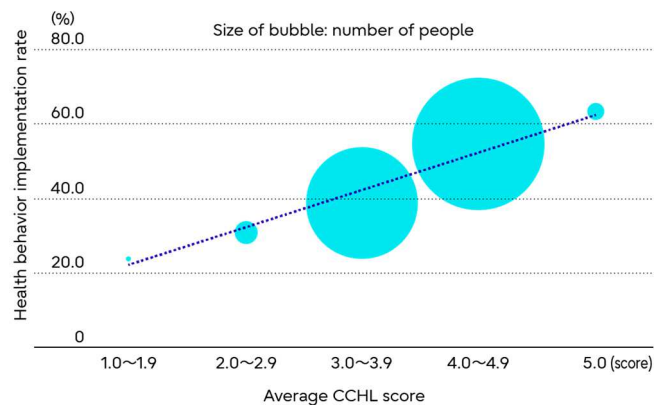
- Assessment of health literacy

Using the scale of Communicative and Critical Health Literacy (CCHL), employees are assessed for their average score in each of the five categories on a five-point scale ranging from strongly disagree to strongly agree: ability to collect information (ability to gather information from various sources from newspapers, to books, TV, and the Internet, etc.), ability to select information (ability to find information one is looking for from a lot of information), ability to convey information (ability to understand and convey information to others), ability to determine information (ability to determine the credibility of information), and ability to make decisions (ability to plan or make decisions for health improvement based on the information).

CCHL Scale



Behavioral Change Stage (Health Behavior Implementation Rate) by CCHL Score



- Health education

- **Company-wide e-learning:** Once a year all employees at Fujitsu and Group companies in Japan are given e-learning on important health topics to provide knowledge and increase their health awareness. In FY2022, e-learning was conducted on the topic of physical activity and lower body health as seen from lower back pain, where 34,359 employees in Japan participated. In the post-learning survey, 90% of participants who responded said that the learning was helpful.
- **Regular employees:** Receive education about self-care when joining the company or changing jobs through e-learning.
- **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 FY2022, an average of 1,200 employees participated in live seminars, with 94% 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 [FY2022 Performance: Health Education](#) for more details

- 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. Furthermore, during Fujitsu Learning Festival 2022, a global walking event will be held to help the whole organization to be aware of walking in everyday life. Each step will be connected to a donation that contributes to the SDGs.
- **A quitting smoking promotion event, "Let's Stop Smoking Together"**
We organize an event where two to five non-smokers form a team with one smoker, who attempts to quit smoking over three months with the support of the team. Along with encouraging people to stop smoking, it provides opportunities for both smokers and non-smokers to think about smoking and health. Teams that successfully get their smoking member to quit are awarded incentives.
- **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.
- **Online fitness program – 5 minutes a day challenge**

With working from home becoming mainstream under Work Life Shift, Fujitsu and Fujitsu Health Insurance Society together launched a sports event via an online service hosted by RIZAP and athletes of Fujitsu Sports to encourage mental and physical reset, promote an active lifestyle and approach employees without a workout routine, with the goal to promote health maintenance among employees.

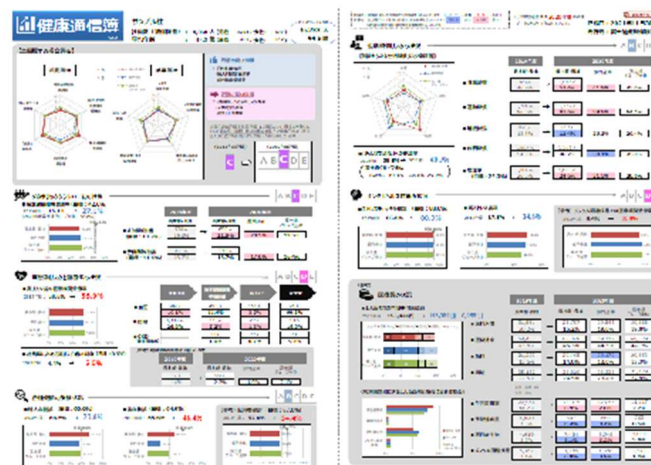


* Refer to [FY2022 Performance: Health Events](#) for more details

Work environment development

The Fujitsu Group prepared a "Health Report Card" that visualizes 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, the “Let’s Stop Smoking Together” Challenge, an event held once a year by all domestic group companies where smokers and non-smokers form teams to tackle quitting smoking, has improved awareness of quitting smoking and an attitude of fostering measures against smoking, group-wide and in all workplaces.

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.



Women's health portal site

- 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 DE&I 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.

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.

> [Click here to download the Return to Work Guide \(Japanese text only\)](#)

Note: 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.



Support for Balancing Work with Medical Treatment

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 growing in recent years, we are cooperating with local governments to conduct education and public awareness campaigns at offices.

Response to COVID-19

The Fujitsu Group has established a Central Infectious Disease Countermeasure Unit headed by the president to centrally manage all information while the General Affairs Unit, Human Resources Unit and Health Management Unit work together to take measures against COVID-19.

- Consultation
We have established a dedicated online hotline and email consultation service to respond to employees and their family members who have health concerns. We provide instructions to put them at ease, and so they can take appropriate action and seek medical care. In addition, the Fujitsu Clinic (Kawasaki City, Kanagawa Prefecture) handles people who are worried about infection, in conjunction with health care centers and regional specialist medical institutions.
- Providing information and education
We have established a COVID-19 countermeasure site (Central Countermeasures Unit/Health Promotion Unit). It shares response guidelines for COVID-19, knowledge and the latest information about coronavirus infection, health considerations for teleworking (how to comfortably telework, exercise, diet, smoking, mental health, work environment) and other such information necessary for the mental and physical health of employees and their families.
- Working styles
We are thoroughly implementing teleworking, which makes it possible to work flexibly without being limited by a place, such as at home, satellite offices or on business trips to help prevent COVID-19 infections.

Column

Fujitsu Headache Project

First company in the world to be honored as a world-leading corporation in migraine workplace awareness education and support programs

In March 2022, Fujitsu became the first company in the world to be honored by the Global Patient Advocacy Coalition of the International Headache Society (IHS-GPAC) (*13) as a world leader in migraine workplace awareness education and support programs.

Chronic headache disorders, which include migraine, tension, and other chronic headache types, have a significant impact on daily life and work productivity. To address this problem, Fujitsu has developed and implemented training programs for employees globally in the workplace to promote awareness and treatment of headache disorders, as well as prevention programs for employees suffering from such disorders. Fujitsu's efforts were evaluated by the International Headache Society as a model case of corporate measures to support employees living with headache disorders.

Background

In the workplace, chronic headache disorders tend to be trivialized due to a common lack of understanding. As a result, many employees that suffer from these disorders continue to work while enduring painful headaches and other severe symptoms, leading to a decline in productivity and quality of life (QOL).

In June 2018, Fujitsu conducted an in-house survey in cooperation with International Headache Society, the World Health Organization (WHO), and the Japan Headache Society among Fujitsu employees about the impacts of chronic headache disorders on their work. Of the 2,500 people surveyed, 85% had experienced headache disorders. Of those who experienced headache disorders, 84% had never been treated. In addition, it was found that the economic loss to Fujitsu due to headache disorder-related sick leave and lower performance was approx. 900 USD per year per chronic headache disorder-affected employee in average (in case of migraine approx. 2,300 USD), or approx. 197 million USD per year for all employees, representing approximately 1% of the total annual salary paid to all employees. It was also revealed that health-related QOL scores (*14) of employees with chronic headache disorders were lower than the national standard for Japan. This demonstrates that headache disorders have a significant impact on daily life and work productivity. To address this issue, Fujitsu launched the "FUJITSU Headache Project" as a headache disorder prevention program that is now globally available to all employees.



Figure 1. The "World Leader in Headache Management Programs" certificate from the Global Patient Advocacy Coalition of the International Headache Society

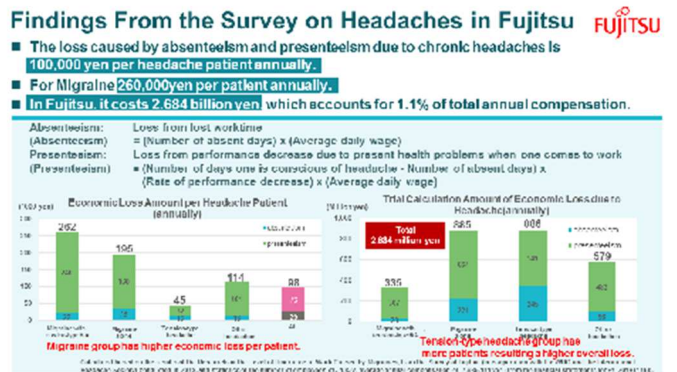


Figure 2. Estimated results of the economic loss caused by absences and lowered performance due to headaches

Outline of the "FUJITSU Headache Project"

Based on the results of a joint study conducted in 2018 (Fujitsu employee survey on the degree of impact of chronic headache disorders on work), Fujitsu in fiscal year 2019 developed the FUJITSU Headache Project in cooperation with HIS-GPAC and the Headache Society of Japan. Utilizing e-Learning programs to help Fujitsu Group employees in Japan acquire correct knowledge about headache disorders, Fujitsu held video seminars for headache patients, online headache consultations with specialists, and headache exercises. Through these initiatives to help employees with headache disorders, Fujitsu attempts to improve QOL and boost work productivity, and aims to create a workplace where people suffering from headache disorders can work with peace of mind.

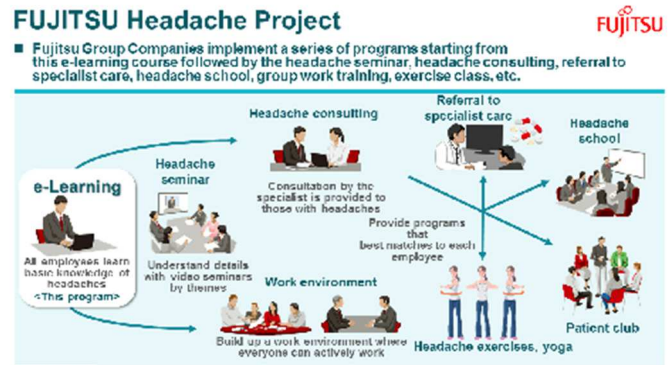


Figure 3. Fujitsu Headache Project Overview

1. Project period: July 2019 to February 2022
2. Target: approximately 70,000 Fujitsu Group employees in Japan
3. Content: e-Learning programs and on-demand video seminars, online headache consultations, etc.

Future developments

- To expand the Fujitsu Headache Project program to regions overseas, we are offering e-learning educational materials in English and holding headache seminars for all global employees.
- Based on the results of the Fujitsu Headache Project, Fujitsu, the International Headache Society and the Japanese Headache Society will analyze the project to check whether there was increased understanding and knowledge about chronic headaches and to see how much improvement there was in the burden and lowered productivity caused by headaches.
- IHS-GPAC is making the headache management program developed through the Fujitsu Headache Project available to the public.

*13 Global Patient Advocacy Coalition of the International Headache Society (IHS-GPAC):

The International Headache Society is a UK-based academic organization founded in 1981 for headache-related research, medical care and education. The Global Patient Advocacy Coalition cooperates with global and regional headache, neurology, and pain societies to carry out patient support activities. It also acts together with governments, patient associations and headache specialists.

*14 Health-related QOL score:

A score that quantifies the impact of disease and treatment on the patient's subjective sense of health (mental health, vitality, pain) and daily work, housework, as well as family, leisure, and social activities.

Related documents

- > [About the Fujitsu Headache Project](#)
- > [YouTube "Fujitsu Certificate Awarding Ceremony and Press Conference"](#)

Assessments from Outside the Company

Certified as One of the 2023 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 2023 White 500 Health and Productivity Management Outstanding Organizations by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, marking its seventh 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, 4 domestic group companies were certified in the White 500 (top 500 enterprises), 6 companies were certified in the large-scale enterprise, and 6 companies were certified in the small to medium-scale enterprise category.

*Company names are as of the time of certification (as of April 26, 2023).

- Large-scale enterprise (White 500): Fujitsu Japan Limited, Fujitsu Communication Services Limited, Fujitsu Network Solutions Limited, Shimane Fujitsu Limited
- Large-scale enterprise category: Fujitsu FSAS Inc., Fujitsu Learning Media Limited, Shinko Electric Industries Co., Ltd., Fujitsu Frontech Limited, G-Search Limited, Fujitsu IT Management Partner Co., Ltd.
- Small to medium-scale enterprise category: Mobile Techno Corp., Fujitsu Banking Solutions Limited, Best Life Promotion Ltd., Fujitsu Frontech Systems Limited, Two-One Limited, FTIS, Inc.



Received Outstanding Corporation Award for Promoting Cancer Countermeasures in March 2023

Fujitsu received an "outstanding corporation award" for the third year in a row from the Cancer Countermeasures Corporate Action Project (*15), which is conducted by the Ministry of Health, Labour and Welfare.

*15 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.

Awarded the President of the National Congress Physical Fitness Award in the FY2022 Commendation for Organizations with Outstanding Physical Fitness

The Fujitsu Health Insurance Society received the President of the National Congress Physical Fitness Award in the FY2022 Commendation for Organizations with Outstanding Physical Fitness hosted by the Japan Sports Agency. (*16)

*16 An award that recognizes organizations that implement campaigns to improve health and nutrition in communities and workplaces and demonstrate outstanding results in aiming to promote and enhance physical fitness.

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.

- Sharing cancer e-learning materials with parties outside the company
Through the Cancer Countermeasure Corporate Action project conducted by the Ministry of Health, Labour and Welfare the materials used in the "Cancer Prevention and Support for Balancing Work and Treatment" e-learning seminars held for all Fujitsu and all Group employees in FY2019 are being provided to the project's partner companies and organizations. As of the end of FY2022, 44,100 persons had attended the seminar
- Cooperating to measure the effectiveness of cancer screening
- Fujitsu is collaborating with specially-appointed Professor Nakagawa of the University of Tokyo Hospital and the National Cancer Center in a demonstration to measure the effectiveness of cancer screening through receptor analysis. This demonstration illustrates a difference of 7.5 million yen in medical expenses over the four-year period between early stage cancer and advanced cancer. In FY2021, a total of 22,000 Fujitsu employees underwent fecal occult blood tests for colon cancer screening, 4% underwent detailed examinations, and 12 were found to have early-stage cancer.
- The total cost of colon cancer screening and detailed examination was 43 million yen. If the 12 people were to be diagnosed with advanced cancer through a medical examination, the total medical expenses for four years would be about 90 million yen. The early screening has economic merit as it saved 47 million yen in medical expenses. Aside from the cost aspect, the early detection and treatment of cancer through cancer screening also minimizes productivity loss as a result of sick leave.
- Joint development of a Migraine Improvement program with the Global Patient Advocacy Coalition of the International Headache Society (IHS-GPAC)

* Refer to [FY2022 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.

FY2022 Performance

Health education

- Table 1. Training and education

Category	Topic	Implementation method	Target	Attendees
Company-wide e-learning	"Physical Activity and Lower Body Health as Seen From Lower Back Pain"	e-learning	All employees in Japan	34,359
Regular employee education	Health education upon joining	e-learning	All new employees in Japan	1,200
Selective education	Self-care training after stress checks	e-learning	All employees in Japan	3,000

- Table 2. Company-wide seminars

Date held	Seminar name	Speaker	LIVE	Archived
April 22, 2022	Preventive dentistry seminar "Preventive dentistry in the Reiwa era from 2019 onwards 2.0" It's Still Not Too Late	Apple Dental Center Dr. Shintaro Hata, Dentist	3,000	237
June 21, 2022	Health Insurance Society Seminar Nishikawa Good Night's Sleep Seminar			22,950

October 9, 2022	Pink Ribbon Seminar Latest Knowledge and Accurate Information on Breast Cancer - Questions from adolescent and young adults to parents	Dr. Mamoru Fukuda, St. Marianna University School of Medicine, Breast and Imaging Center	420	103
November 7, 2022	Mental Health Seminar Is Your Heart Healthy? - Method to Increase Resilience	Dr. Satoko Nagumo, Occupational Psychiatrist, Health Promotion Unit, Fujitsu Limited	375	587
December 2022	Health Insurance Society Seminar RIZAP Online Live Seminar New Year's Weight Loss, Prevention of Low Muscle Tone		158	4,684
March 8, 2023	Women's Health Seminar Lecture by Dr. Takao for Men and Women - 100 Years of Wellbeing	Dr. Miho Takao, Deputy Director of Ihc Omotesando	1,420	1,376
March 2, 2023	Food Education Seminar Chrononutrition 2 - Rules of Eating for Improving Body Constitution, Managing Physical Condition, and Improving Performance	Dr. Akiko Furuya, Guest Researcher, Chrono-Nutrition Research Center, Waseda University	233	214

Health events

- "Let's Walk together" company-wide walking event

Held	Participating teams	Participants	Participation rate
Fall 2022	5,507 teams	30,852	33.5%
Spring 2022	5,423 teams	30,322	32.7%
Fall 2021	5,205 teams	29,589	30.4%
Spring 2021	4,283 teams	24,863	25.0%
Fall 2020	3,866 teams	22,463	22.8%
Spring 2020	Suspended due to the spread of COVID-19		
Fall 2019	4,094 teams	25,018	25.1%
Spring 2019	3,456 teams	19,463	19.3%
Fall 2018	2,662 teams	15,589	15.2%
Spring 2018	1,476 teams	7,328	7.0%

- "Let's Stop Smoking Together" quitting smoking promotion event

Held	Participating teams	Smokers	Supporters	Successful quitters (percentage)
2022 year	61 teams	61	134	39 (63.9%)
2021 year	65 teams	65	177	50 (76.9%)
2020 year	193 teams	193	441	141 (73.1%)
2019 year	249 teams	249	599	201 (80.7%)

2018 year	430 teams	430	1,060	300 (69.8%)
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- Online fitness program – 5 minutes a day challenge

Held	Number of programs	Participants (live)	Viewers (archive)
2022 year	10 programs	2,164	4,061

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	June 17, 2022	2022 Forum, The Society of Health Development Sciences	Occupational health at a crossroads
Conference presentation	September 29 - October 1, 2022	The 32nd Annual Conference of the Japan Society for Occupational Health	Administration of COVID-19 vaccines at the workplace and nurse activities Three other presentations
Conference presentation	November 25, 2022	The 50th Annual JHS Meeting	E-learning on Migraines as Health Education for IT Company Employees Three other presentations
Conference presentation	December 17, 2022	Symposium at the 11th Annual Conference of Japan Academy of Public Health Nursing	Past, Present and Future of Health Management at Companies in the Post-COVID-19 Society One other presentation
Paper	June 9, 2022	Blood Pressure Monitoring, 09 Jun 2022, 27(6):391-396	Relationship between salt reduction readiness and salt intake in hypertensive patients: a single nonspecialized hypertension clinic case study.
Paper	December 12, 2022	Hypertension Research volume 45, pages772-774 (2022)	Uric acid, xanthine oxidase, and vascular damage: potential of xanthine oxidoreductase inhibitors to prevent cardiovascular diseases.
Paper	March 27, 2023	Cephalalgia 2023, Vol. 43(4) 1-14	Diagnosis, knowledge, perception, and productivity impact of headache education and clinical evaluation program in the workplace at an information technology company of more than 70,000 employees
Contribution	August 26, 2022	Occupational Health and Nursing, Vol. 14, No. 5, First Special Feature Web Roundtable	Expectations of occupational healthcare workers from the companies

- Table 6. Health management-related press releases and notices

Date	Category	Title
March 08, 2023	Press release	Fujitsu Recognized as a Health Management Outstanding Organization "White 500" for 7th 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
Well-being for Planet Earth Foundation, Nikkei Inc.	Well-being Initiative	Gold plan Members
Ministry of Health, Labour and Welfare	Investigative Committee on Occupational Health	Review meeting members
Japanese Nursing Association	Basic survey on the activity base of public health nurses	Review meeting members
FY2022 Ministry of Health, Labor and Welfare Research Grant Comprehensive Research Project for Measures against Cardiovascular Diseases, Diabetes, and other Lifestyle Related Diseases	Research on medical examination implementation and consultation suited to new lifestyles	Research team member
Cancer Countermeasure Corporate Action	Cancer Countermeasure Corporate Action advisory board meetings	Observer
The Japanese Association of Public Health Nurses for Occupational Health		Representative of board of directors
Tokyo Certified Psychologist Association	Industry Committee	Cooperating committee member
Kanagawa Occupational Health General Support Center		5 consultants

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

Target	Purpose of Training / Practice	Number accepted
Medical interns	Community-based health care training • healthcare administration training	1 hospital, 12 persons
Medical students	Early experience training • study	2 schools, 10 persons
Medical students	Occupational health practical training • site tours	5 schools, 81 persons
Nursing students	Comprehensive nursing practical training	6 schools, 26 persons
Nursing students	Public health nursing practical training	7 schools, 36 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. This policy has been approved by the management meeting and is being implemented in each region.

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.

Promotion Framework and Reviews

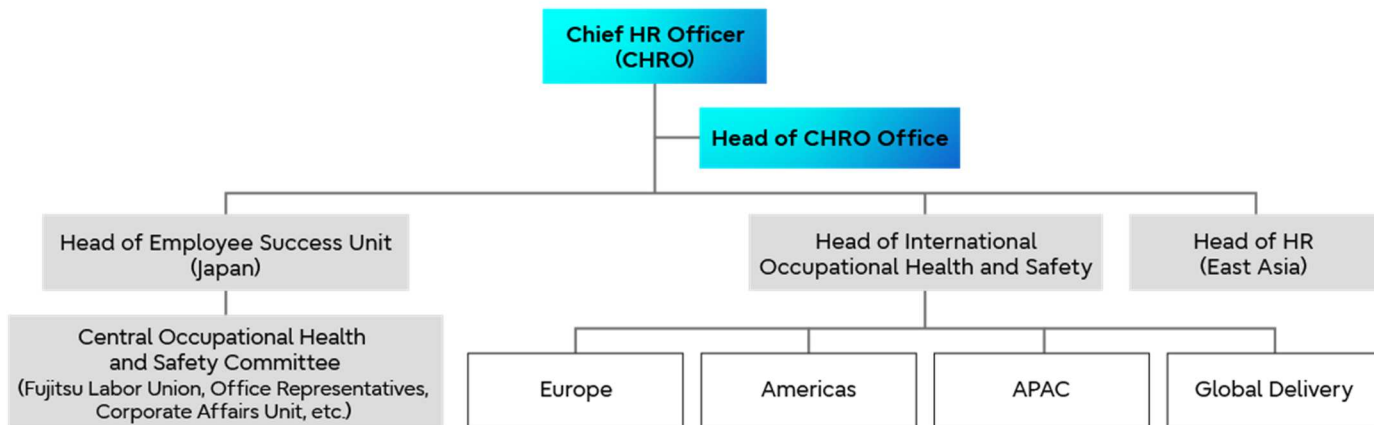
The Fujitsu Group has established a system to promote health and safety in each region, and we are moving forward to ensure compliance and preventive measures for occupational health and safety in accordance with the laws and policies of each country, such as those stipulated by the Ministry of Health, 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 executives in charge of the Human Resources Unit and 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. It 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 have occurred at business sites, and about 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 departments 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. These health and safety management organizations also survey the worksites to check and improve on any potentially dangerous areas or causes of health hazards, and conduct risk assessments. Emergency response protocol is posted on the intranet of each business site for emergency preparedness. In the event that an employee is injured on the job, the Human Resources Department has a workflow in place to promptly collect information from employees on when and how an accident occurred to respond promptly.

We have set medium- and long-term goals that we aim to achieve in the Europe, Global Delivery and the Americas regions to strengthen governance, establish health and safety management systems, and develop human resources and health and safety teams for fostering a culture that does not tolerate occupational accidents. Specifically, we are providing employees of each region with tools for occupational accidents reporting, workplace assessments, and occupational health and safety support service from a dedicated team. Furthermore, we regularly host an occupational safety and health leadership forum aimed at monitoring and reviewing the safety and health efforts at the level of each region and country. At the forum, major information relevant to the business is shared for ongoing review and improvement of associated safety and healthy activities.

Structure for Promoting Occupational Health and Safety



Efforts to Improve Occupational Health and Safety

The Fujitsu Group conducts various measures toward health and safety with the goal of having zero occupational accidents. 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 the Sustainability Management Committee, which meets semi-annually.

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, as information that raises the awareness of employees, industrial physicians and counselors send messages as necessary in regard to topics such as COVID-19 (effects of vaccination, etc.), and physical and mental health maintenance.

Infectious Disease Countermeasures

In response to COVID-19, we recommend working from home as a way to prevent the spread of the virus and for employees around the world to work safely and with peace of mind. In addition, we have disseminated guidelines for working from home, enabling employees to carry out operations smoothly, regardless of environment. We also review our conventional way of business operations and take measures to encourage appropriate behavior and practices among employees as members of society.

As office environments, we are implementing measures such as periodic checks on the percentage of employees in the office, having seat layouts which take social distancing into account, making alcohol-based disinfectant available, and managing records of where people sit in non-fixed seating, in order to provide workplace environments where employees can work safely and with peace of mind.

We implement a variety of measures, including consultation service for infectious disease via the intranet for employees in each region and country, information provision for the prevention of infectious disease, and outlines of pandemic measures taken in each country.

Initiatives for Obtaining International Occupational Health and Safety Certifications

The international standard of ISO 45001 certification for occupational health and safety management (OH&S) has been obtained by some domestic Group companies and by Group companies in the UK, Ireland, France, Spain, Australia, Germany, and Portugal. Since January 2023, we have been awaited the same certification for Group companies in India. In addition, we have introduced an ISO 45001-certified safety management system in the European, Global Delivery Group, Americas and Oceania regions. Going forward, we will expand the scope of its application while identifying its relevant fields.

Moreover, we are committed to maintain and enhance our efforts in promoting occupational safety and health by continuing our collaborating with the International Labour Organization (ILO) and Institution of Occupational

Safety and Health (IOSH), maintaining other health and safety certifications, awards, and memberships, including the RoSPA Gold Award (three consecutive years), Risk Excellence Award, and OHRIS.



Other Efforts

We are conducting a wide range of educational activities on occupational safety and health for employees across the globe, in support of the objectives of the World Day for Safety and Health at Work, which is organized by the International Labour Organization (ILO).

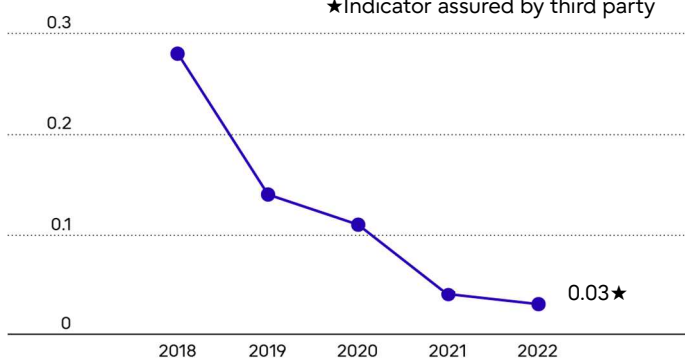
FY2022 Performance

Occupational Accident Occurrences (Fujitsu and Group companies)

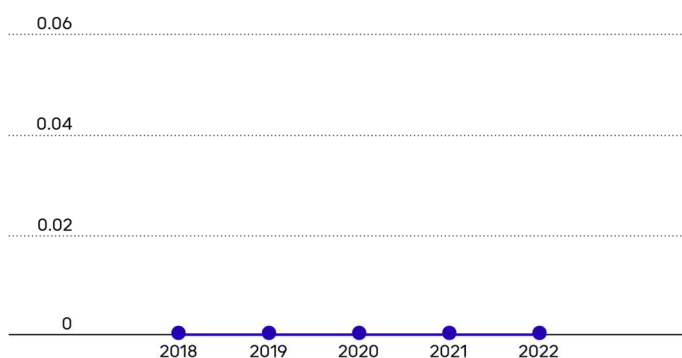
Fujitsu and Group companies provide health and safety training and health education in order to raise health awareness. We also provide training at each of our offices that is tailored to the workplace environment.

Japan

Frequency Rate*1



Severity Rate*



● Japan (Fujitsu Ltd)

*1 Calculated in accordance with the regulations of the Ministry of Health, Labour and Welfare in Japan
Frequency Rate

$$= \frac{\text{Number of new cases of fatal and non-fatal occupational injury during the reference period}^2}{\text{Total number of hours worked by workers in the reference group during the reference period}} \times 1,000,000$$

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

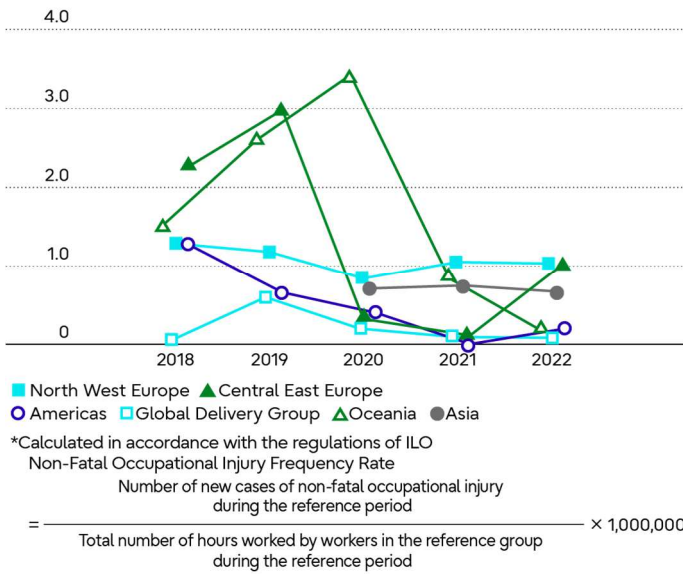
● Japan (Fujitsu Ltd)

*Calculated in accordance with the regulations of the Ministry of Health, Labour and Welfare in Japan
Severity Rate

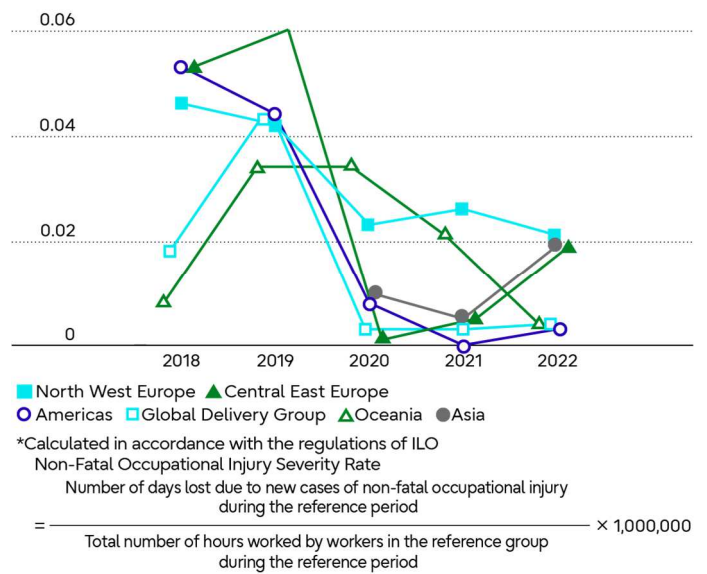
$$= \frac{\text{Number of days lost due to new cases of fatal and non-fatal occupational injury during the reference period}}{\text{Total number of hours worked by workers in the reference group during the reference period}} \times 1,000$$

International

Non-Fatal Occupational Injury Frequency Rate*



Non-Fatal Occupational Injury Severity Rate*



Number of fatalities from occupational accidents (2022)
 1 case (FUJITSU PHILIPPINES)

ISO45001-Certified Group Companies

- FDK Corporation (Takasaki Plant, Tottori Plant, Kosai Plant, Washizu Plant)
- 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 Consulting India Pvt Ltd (Awaiting certification)

Occupational Health and Safety Training

We are leveraging the Fujitsu Learning Experience to develop an environment where employees can undergo training at any time at the global level. In addition, we conduct initiatives based on the situation in each region and country. We are providing health and safety training for employees at Fujitsu and its domestic Group companies to acquire fundamental knowledge for preventing occupational accidents, as well as the basics that will be useful in their own health management (approximately 1,300 employees/year).

In the Europe and Global Delivery Group regions, we conduct annual GSA compliance training to ensure that employees acquire basic health and safety skills. The training is designed for employees to learn through games and competition, including a competition between trainees of each country.

We held a talking session on occupational stress and mental health in Hong Kong (November 2022), and occupational health related workshop in Taiwan (three times a year). In addition, we conduct occupational safety and health activities in accordance with the guidelines from the Taiwanese government, and received the Healthy Workplace Certification-Health Promotion Mark from the Health Promotion Administration (HOHW-HPA).

Infectious Disease Countermeasures

As countermeasures against the COVID-19 pandemic, we are promoting vaccination in some parts of Asia and Europe such as Japan, India, the Philippines, and Germany. In Japan, we started offering the third inoculation from March 14, 2022.

In Japan, we offered the third dose of COVID-19 vaccine between March 14 and early June in 2022, and an omicron-specific vaccine variant between November and December 2022.

In the Philippines, we are contributing to improving the vaccination rate in local communities by donating surplus vaccines to communities. We received the COVID-19 Response Award from the Government of the Philippines on Investor's Recognition Day hosted by PEZA.

We developed a global dashboard that tracks the number of people infected by country in the Global Delivery Group region. Moreover, we published a guideline on COVID-19 for employees, which we regularly update.

Absentee rate (*1)

	FY2019	FY2020	FY2021	FY2022	FY2022 (target)
Employee absentee rate (*2)	1.004%	0.857%	1.012%	1.315%	1%
Number of employees	68,100	67,614	66,022	63,318	-

*1 Based on the number of fulltime employees as of the end of the fiscal year (March 20) of Fujitsu Ltd. and Group companies in Japan (excluding some companies)

*2 The percentage of days of absences to number of planned work days