

# WELLBEING

We encourage the personal growth of each employee by creating environments where all employees can stay in good physical and mental health and work with vitality, as well as providing individual employees with opportunities to take maximum advantage of their talents.

For details on the Fujitsu Group's human resources initiatives, please visit the following websites:  
 Human Resources Development and Career Design <https://www.fujitsu.com/global/about/csr/employees/education/>  
 Performance Evaluation and Compensation, and Work Environment <https://www.fujitsu.com/global/about/csr/employees/system/>  
 Health Management <https://www.fujitsu.com/global/about/csr/employees/health/>

## Goals

### What Fujitsu Aspires to Be

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.

### Goals for Fiscal 2022

**Human Resources Development and Career Design**  
 Enabling success in personal development and growth

**KPI** At least 70% in favorable answers to "Growth" question of Engagement Survey

**Performance Evaluation and Compensation / Work Environment / Health Management**  
 Providing a positive work environment for our people

**KPI** At least 71% in favorable answers to "Work Life Balance" and "Care" question of Engagement Survey

## Our Approach

In April 2020, we abolished uniform mandatory training and began a system whereby employees choose skills training that suits their personality and goals. Further, we are supporting employee growth through the development of human resource foundations that bring all employees three benefits, namely, opportunities to take on appealing work; opportunities to study and grow continuously; and opportunities to participate in collaborations transcending national and organizational boundaries.

## Promotion Framework

The Human Resources Development Unit establishes and implements priority measures for human resources development and career design in light of employee feedback and the policies of the Group-Wide Talent Strategy Committee, which mainly consists of members of the senior management team. Health management is led by the chief health officer in coordination with the Human Resources Unit, the Health Promotion Department, and the Fujitsu Health Insurance Society. Together, the team works to enforce, enhance, and expand health promotion measures at offices and Group companies.

## Initiatives for Human Resources Development and Career Design and Initiatives for Performance Evaluation, Compensation, and Work Environment

### Support for the Growth of Diverse Individuals

In April 2020, we launched a platform for employees of Fujitsu and domestic Group companies that enables employees at any time or in any location to grow by studying fields that match their career aspirations or talents. In this way, we are providing learning opportunities to all employees, irrespective of the organization to which they belong. Moreover, we regularly update the platform's courses and information, including "Edge Talk" interviews focused on the practical knowledge garnered by employees who have attained high levels of expertise in particular fields.

### Development of Human Resources for Digital Transformation

We are supporting all employees of Fujitsu and domestic Group companies in the acquisition of knowledge and skills related to digital transformation and the latest digital technologies. Having established systems for the development of human resources for digital transformation and clarified the necessary

digital literacy, technologies, and operational knowledge required for each job, we now offer a diverse range of courses. In particular, we are entrenching design thinking and data-driven approaches as digital literacy skills and behavior that employees must have in order for the Group to evolve into a DX company.

### Career Design Assistance

In fiscal 2020, the Fujitsu Group significantly extended the scope of its internal job posting system to realize Groupwide recruitment that allows any employee to apply for any position in the Group. Also, we have built a system that offers employees more career options and enables them to determine their own career plans and then aim for transfers or promotions.

### Position-based Human Resources Management

For mid-level managers, we introduced position-based human resource management in fiscal 2020. This management

approach entails establishing a globally unified ranking for each type of position, referred to as the position's "Fujitsu Level." A ranking reflects a multifaceted evaluation of a position's significance. After clarifying the roles, responsibilities, and authority of

a position as well as the skills and experience it requires, we assign an appropriate person to the position. Furthermore, as employees move up to positions with higher rankings, their bonuses become increasingly performance-based.

# OCCUPATIONAL HEALTH AND SAFETY

Our Health and Safety Policy gives priority to protecting the physical and mental health of employees and ensuring their safety in all manner of business activities. In accordance with this policy and taking into account the situations of respective countries and regions, we will establish and provide workplace environments where everyone can work comfortably and safely.

For details on the Fujitsu Group's occupational health and safety initiatives, please visit the following website.  
<https://www.fujitsu.com/global/about/csr/safety/>

## Goals

### What Fujitsu Aspires to Be

The Fujitsu Group's first priority in all business activities is to protect the health and safety of our employees both in mind and body by providing a safe and healthy work environment tailored to the different cultures in which we operate.

- We will foster a culture that does not tolerate accidents, incidents and poor safety performance.
- We will ensure safety is a core business value and make safety important and personal in order to positively influence people's decisions and behavior.

- We will completely eliminate the loss of business opportunities due to preventable illnesses, injuries, and unexpected work-related accidents.

### Goals for Fiscal 2022

The Fujitsu Group will maintain a safe and comfortable working environment, and promote employees' mental and physical health in every workplace.

**KPIs**

- Zero occurrences of serious accidents
- Implementing health and safety-related management reviews at the global level, conducted once a year

## Promotion Framework

The Central Health and Safety Committee, consisting of the executives in charge of the Human Resources Unit and Health Promotion Unit, and representatives and others from the labor union, 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 to formulate Groupwide health and safety-related policies. Convened monthly, the health and safety committees of individual business sites and Group companies establish their own policies and take a range of different measures to create safe, healthy environments at operating bases.

## Response to the COVID-19 Pandemic

In response to the COVID-19 pandemic and with the safety and health of employees as our first priority, we adopted remote working; held meetings online; prohibited non-essential long-distance business trips; and rigorously established environments where employees can work with peace of mind. Meanwhile, taking into consideration the physical and mental burden accompanying the increase in remote working, we have introduced 10-day fully paid special leave for all employees as well as family-support leave during which 80% of salaries are received by employees who have children 12 years of age and younger and other family members requiring care.

Also, we are implementing various other measures to protect the physical and mental health of employees and their families. For example, we are operating a help desk for inquiries regarding infection prevention; providing medical consultations at the Fujitsu Clinic in Kawasaki, Kanagawa Prefecture, for employees who are concerned about infection; disseminating a range of information through our intranet site; and enhancing care in relation to mental health.

For details on the Fujitsu Group's principal responses to the COVID-19 pandemic, please see **pages 8–9**.