



## Global Responsible Business

### - Wellbeing -

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.

## Performance Evaluation and Compensation / Work Environment

### Goal

#### WHAT FUJITSU ASPIRES TO BE

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We value the importance of our people, and will strive to enable them to succeed in their own personal development and growth.

#### GOALS FOR FY2022

Providing a positive work environment for our people

KPI : Fujitsu Group aims to achieve at least 71%, in favorable answers to "Work Life Balance" and "Care" question of Engagement Survey by FY2022

## Performance Evaluation and Compensation

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### Our Approach

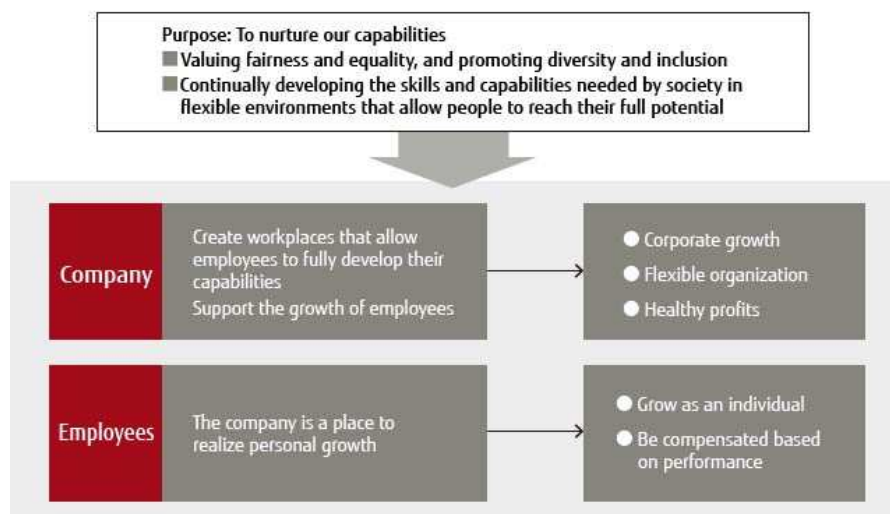
Incorporated in Fujitsu's Corporate Values is the importance of a positive attitude that embraces the challenges expressed in such maxims as "Set ambitious goals and hasten to achieve them" and "Grow through curiosity and learn from your mistakes and experiences." As the Statement of Purpose makes clear, Fujitsu "values fairness and equality, and promotes diversity and inclusion" while providing "flexible environments that allow people to reach their full potential" and helping employees to "continue developing their skills and capabilities to meet the needs of society."

Specifically, Fujitsu aspires to three key goals for its employees:

1. To provide all employees with work that is engaging and challenging
2. To enable all employees to continually learn and develop
3. To enable collaboration among diverse and talented personnel that extends beyond national and organizational boundaries

To achieve these goals, Fujitsu is building an environment aimed at improving employee engagement, reforming the organizational climate throughout the Fujitsu Group, and creating a global and group-wide personnel structure. Given this focus, Fujitsu's approach to performance evaluation and compensation is to support employee growth and create workplaces in which employees can reach their full potential. Equally, it encourages employees to see Fujitsu as a place where they can achieve personal growth as well as be rewarded for the results of their work. Fujitsu follows this approach when evaluating and compensating staff.

### Our Approach to Performance Evaluation and Compensation



## Our Policy

Fujitsu emphasizes “qualitative” fairness in its human resources system, with decisions on employee compensation based on the “level of contribution to the Company” and the “level of results achieved”. For this reason, we disclose information related to human resources.

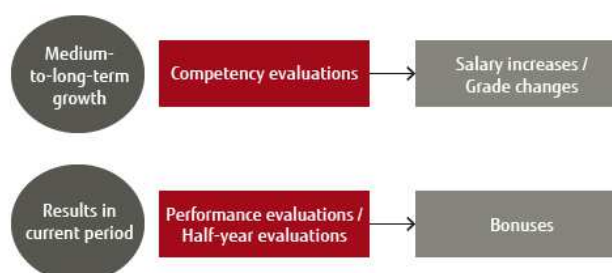
1. Show employees how they can be rewarded with higher compensation  
⇒ Openly disclose rules of the human resources system
2. Show how the company evaluates staff  
⇒ Provide individual evaluation feedback and compensate according to contribution
3. Show opportunities for challenge  
⇒ Human resource development, internal postings, Free Agent program

## Detailed Activities

### 【Employees】

In Japan, Fujitsu and the group companies have introduced a “human resources system based on functional division and competency grade”. Under this system, which forms the basis for human resources compensation, we define “functional division” as the function the employee should be fulfilling and “competency grade” as the ability to achieve a specific performance that can be linked to a business outcome. Under this human resources system, we clarify the competency grade requirements of employees in a job description for each functional division. Through periodical reviews of the competencies that each person demonstrates, we aim to support the growth of all employees over the medium and long terms. We conduct evaluations of “initiatives aimed at medium-to-long-term growth” and “maximizing results in the current financial period”. To reflect these in compensation, we use a two-pronged evaluation mechanism based on competency evaluations and performance evaluations. The results of the competency evaluations are reflected in salary increases and grade changes, and the results of performance evaluations are reflected in bonuses.

### Overview of Evaluation System and Objectives



We conduct activity-based evaluations of the degree to which employees demonstrate “an appropriate mindset”, “business execution ability” and “specialist expertise”, and then take into account the relative gap to upper-level grades before determining

the overall evaluation. By separating medium-to-long-term factors from the process, we are able to conduct more clear-cut evaluations based on the scale of half-year results.

In addition, we continue to support efforts aimed at the medium-to-long-term growth of each employee. With a focus on career goals, we also encourage interactive communication between employees and their managers that covers the areas of behavioral change and medium-to-long-term growth. Review meetings are conducted annually at the beginning of each year.

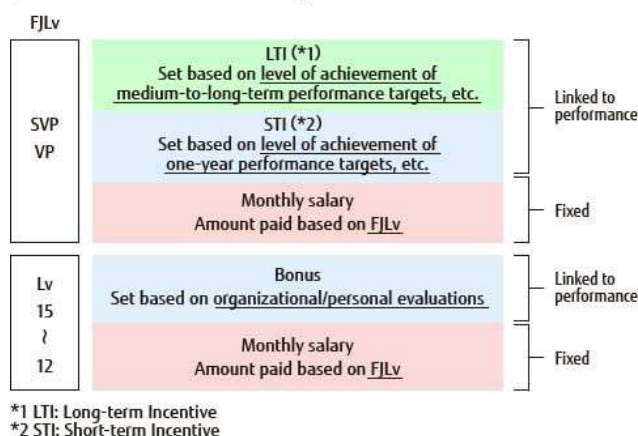
**【Executives】**

In April 2020, we introduced a job-based human resources system for executives. 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. The goal is to encourage executives to take on the challenge of more significant jobs and to more promptly reward those who achieve results.

In addition to having a quantitative perspective, such as sales numbers, the magnitude and importance of these jobs are also rated according to a set of measures that includes reporting line, difficulty, impact, level of specialization and diversity. This set is referred to as the "FUJITSU Level". Compensation is standardized using a payment scheme based on the FUJITSU Level.

The scheme for bonuses is different to the FUJITSU Level scheme, with bonuses for FUJITSU Level 15 positions and below being paid based on organizational and personal evaluations. For VP positions and above, an STI/LTI scheme is being introduced that is more closely tied to results. This scheme will also apply to executives in Japan and other countries.

**Job-based Human Resources System**



## Responsibility

The Global Human Resources Unit operates this system, under the direction of the executive responsible for human resources.

## Work Environment

### 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 COVID-19 pandemic, allowing for work innovations such as holding online meetings and digitalizing 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, thereby helping Fujitsu to support and retain valued personnel.

**Telework System**

Applicable workers/ workplaces	Applies to entire organizations and targets employees looking to work autonomously or in a planned way.
Frequency	There is no overall restriction on the number of times this option can be used. However, in principle, full-day teleworking is limited to twice a week. (A manager may allow an employee to exceed this two-day-per-week limit if the manager deems that a diverse workstyle is required, due to the work content or urgency, childcare or other caring responsibilities, or other personal circumstances.)
Rules of use	Strict adherence to prior notification of the immediate supervisor/manager. Reporting on a work plan with start/end times and targets achieved.
Rules outside working hours	Teleworking is generally not permitted on holidays or during the night. Full-day teleworking shall be no more than 8 hours.

**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. As an example, at Fujitsu Headquarters, every Wednesday is designated as a day for leaving work on time. On these days, the company turns off the lights in the office at 6:00 p.m to encourage employees to return home. We are also enhancing our systems that support diverse ways of working, allowing employees to make use of flexible working arrangements, such as flex time and exempt labor systems(\*1). In addition to promoting varied ways of working, Fujitsu wants its staff to radically reconsider their approach to taking leave. To ensure that employees enjoy ample leisure time, we are encouraging them to take five continuous days of paid leave at any time during the year – not only in the key public holiday periods in Japan.

\*1 Exempt labor system: A system in which the employee mostly determines the number of hours for the work to be performed.

Examples of specific initiatives aimed at reducing long working hours:

- Adopting flex time and exempt labor systems for professional and management-related work
- Sending alert e-mails regarding overtime work
- Ensuring meetings are not scheduled outside of regular working hours
- Specifying recommended days for taking annual leave
- Insisting that staff leave work on time one day a week
- Encouraging staff to leave work one hour earlier every day
- Emphasizing the concept of working hours management during management training
- Promoting a telework system aimed at diverse work practices
- Adjusting work patterns and leisure patterns according to fluctuations in workload

## Employee Benefits Program

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The Fujitsu Group has programs in place that are suited to the lifestyles of employees and that enable them and their families to lead healthy, prosperous lives.

To respond to the advancing trends of globalization and diversity, and to the changing needs of employees, in October 2014 Fujitsu introduced the "F Life+" cafeteria plan(\*2) as a new employee benefits program.

Furthermore, in line with the belief that active work and personal growth for every employee leads to growth and development for the company, we have established various initiatives to support employees' own efforts to prepare for the future. These include savings/property accumulation programs, an employee shareholding association, group insurance benefits, housing support, medical support, health support, and childcare support.

\*2 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.

## Measures to Enhance Communication

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### Labor Relations

Based on labor-management agreements with the Fujitsu Labor Union, Fujitsu holds discussions about various employment conditions and explains 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. Fujitsu adopts a union shop system, so all non-managerial employees are members of the Fujitsu Labor 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.

## Employee Engagement Survey

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We, Fujitsu Group, believe it is important for employees to be highly motivated to take on challenges, in order to continue operating as a company that "makes the world more sustainable by building trust in society through innovation", as defined in our Corporate Values and Principles.

Therefore, we regularly conduct employee engagement survey to provide General Managers with an opportunity to seriously consider the importance.

We have been gradually introducing this survey in Japan since FY2002, and outside Japan we began conducting an Employee Engagement Survey across all overseas Group companies in FY2011. We use this survey to compare regions within the Fujitsu Group and also to benchmark ourselves against our competitors in each country and region.

Based on analysis of the results, we have identified issues specific to countries and regions, and to divisions and occupations, and we are now working toward management improvements and reform of our organizational culture.

## FY2019 Performance

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### Initiatives Aimed at Reducing Long Working Hours

The discretionary working system applies to 17% of employees, and the flex time system applies to 74% of employees (in Fujitsu and group companies in Japan).

### Work-style Reforms

Held Telework Days and Telework Month (at Fujitsu)

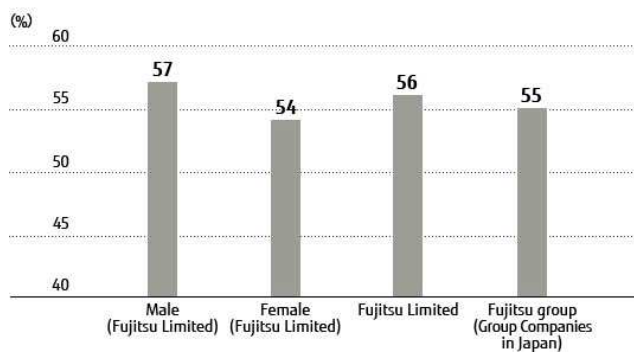
To encourage further uptake of the telework system by employees, we implemented an initiative where we asked all employees to participate in telework days (July 22-26, July 29-August 2, August 19-23, August 26-30). Around 50% of employees (15,000 people) teleworked on one or more days that week. During "Telework Month (November 1-30)" we again called for all employees to telework and we continue to proactively strive for diversified, flexible working practices.

### Unionization Rate

The Fujitsu Labor Union membership rate is 75.0% (Fujitsu).

## Employee Engagement Survey

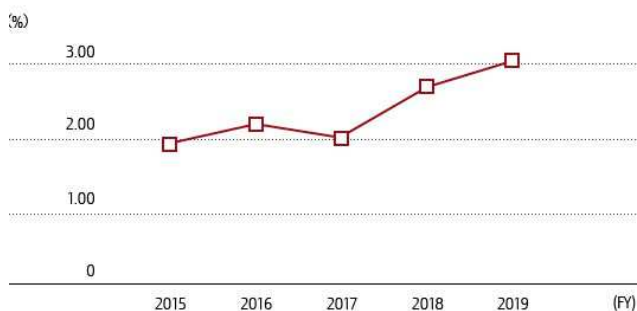
Positive Response Rate: Employee Engagement Survey



- Number of employees surveyed: Total 125,000 employees; approximately 89,000 employees at Fujitsu Limited and 120 Group companies in Japan and 36,000 overseas employees
- Survey response rate: 84% globally (89% in Japan; 73% overseas)
- Positive response rate: 56% (Fujitsu Limited)

## Trend in Turnover Rate

Turnover Rate (Fujitsu)





# Health Management

## Goal

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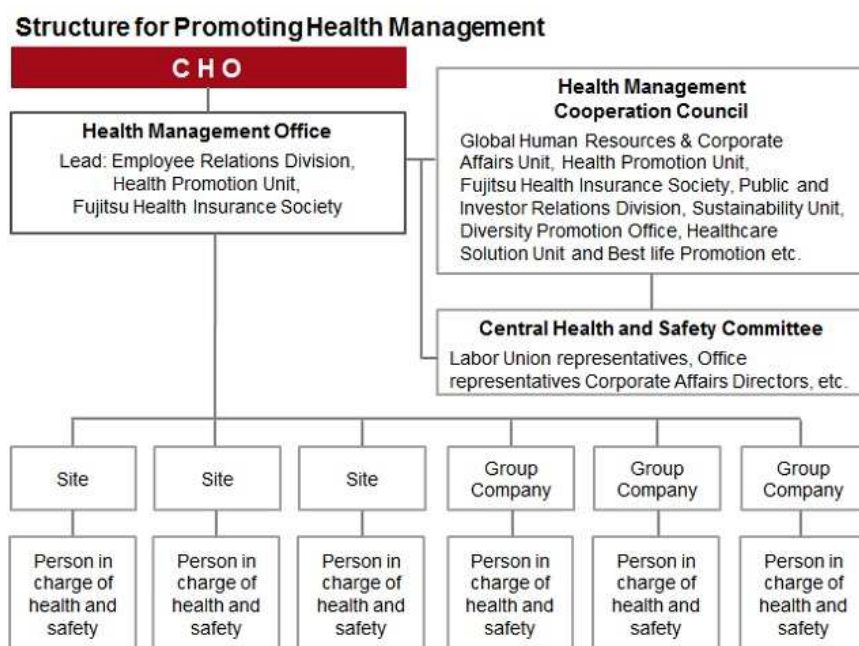
KPI: Fujitsu Group aims to achieve at least 71%, in favorable answers to “Work Life Balance” and “Care” question of Engagement Survey by FY2022

## Our Health Management Policy

In order to make the Fujitsu Way a reality, and to tackle health management while simultaneously addressing work-style reform and diversity management, the Fujitsu Group has developed the Fujitsu Group Health Statement to make it clear that we will situate the health of our employees as the cornerstone of our operations. Furthermore, taking our internal company accomplishments up to this point into account, we are strategically implementing health maintenance and improvement of our employees and their families.

- Fujitsu Group Health Statement and Key Measures  
[https://www.fujitsu.com/global/images/gig5/fujitsu-group-health-statement\\_en.pdf](https://www.fujitsu.com/global/images/gig5/fujitsu-group-health-statement_en.pdf)

## Domestic Structure for Promoting Health Management and Conducting Reviews





The structure for promoting health management is led by the Chief Health Officer, in coordination with the Human Resources Unit, the Health Promotion Dept., and the Fujitsu Health Insurance Society. Together, the team works to enforce, enhance and expand health promotion measures at offices and group companies. The team regularly holds meetings with related divisions within the group, including those related to health care, and implements company-wide data-based initiatives that follow the PDCA cycle.

## Targets and Results

Fujitsu and domestic group companies set numerical targets for priority measures (at the same time as data health planning by the Fujitsu Health Insurance Society) and engage in various initiatives to achieve those targets

Priority Measures	Evaluation Index	FY2015 Achievements	FY2016 Achievements	FY2017 Achievements	FY2018 Achievements	FY2019 Achievements	FY2020	FY2023 Goals
Countermeasures for lifestyle-related diseases	Percentage of high-risk individuals *1	-	-	1.3%	1.1%	1.3%	0.9%	0.6%
	Percentage of those classified as overweight	15.4%	15.3%	15.5%	16.3%	17.5%	13.2%	12.9%
Cancer countermeasures	Percentage of gynecological consultations	53.2%	55.6%	55.4%	56.2%	59.4%	57.5%	60.0%
Mental health countermeasures	Percentage of those taking a leave of absence for mental health reasons *2	0.83%	0.76%	0.70%	0.74%	0.71%	0.66%	0.60%
Smoking countermeasures	Percentage of smokers	21.6%	22.6%	22.0%	21.1%	20.6%	22.0%	20.0%
Improvement of health awareness	Percentage of participation in walking events	-	-	-	15.2%	25.1%	30.0%	36.0%

The target group is employees at domestic group companies. The percentage of those taking a leave of absence for mental health reasons is limited to full-time Fujitsu Ltd. Employees

\*1 The percentage of people who are judged to be high-risk individuals for high blood pressure, diabetes and chronic kidney disease, based on health checkup data

\*2 The percentage of employees absent or on leave for one month or longer, due to mental health conditions during the fiscal year, calculated by dividing by the number of applicable employees by the number of employees enrolled at the end of the fiscal year.

## Major Initiatives

### Countermeasures for Lifestyle-Related Diseases

Fujitsu and 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 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  
[https://www.fujitsu.com/global/images/gig5/Project to Prevent Diseases from Becoming Severe%28en%29.pdf](https://www.fujitsu.com/global/images/gig5/Project%20to%20Prevent%20Diseases%20from%20Becoming%20Severe%28en%29.pdf)

## Cancer Countermeasures

Fujitsu's basic policy for taking steps against cancer is 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. The Fujitsu Health Insurance Society conducts gynecological examinations (cervical cancer and breast cancer) for all female employees. In FY2019, in response to forecasts that the number of people affected by cancer would increase due to employee aging and a growing number of female employees, we held "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 through health checkups and treatment. That initiative was well-received externally.

## Mental Health Countermeasures

We support employee self-care by providing stress diagnostic tools, while integrating analyses of group results with ES surveys and other internal company surveys and providing feedback to management. By offering stress management education and holding workshops to build healthy and enthusiastic workplaces, Fujitsu reduces employee stress and provides support to energize the places where they work. In workplaces, we deployed support staff for managers, known as Work Environment Improvement Support Staff. Through awareness of employees' working situations and regular communication, we can detect the unwell at an early stage, leading to pre-emptive responses in coordination with the Health Promotion Unit.



A stress diagnostic tool and individual results

For stress checks, in addition to supporting employee self-care through checkups, we provide feedback to management and organization heads by integrating organizational analysis results with employee opinion surveys and other data. We combine these efforts with work-style reforms and other measures to lead to better working environments. In addition, for workplaces with high levels of total 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.

## Smoking Prevention Measures

Fujitsu and domestic group companies work to ensure that smoking and non-smoking areas in offices are strictly separated, in order to protect employees from the harmful health effects of secondhand smoke.

In order to protect employees from the effects of smoking on one's health, we promote initiatives to lower the percentage of people who smoke. These initiatives include building awareness toward quitting smoking through a No Smoking day on the 22nd of every month and holding seminars so that smokers will accurately understand the health effects of smoking, as well as support and subsidies for treatment to quit smoking. 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.

## Improvement of Health Awareness

Fujitsu and domestic group companies work to improve employees' health awareness through the implementation of post-health checkup measures, e-learning, education by level, various seminars for health education, and a variety of events relating to exercise, diet and smoking, among other initiatives.

### Health Education

- Company-wide e-learning: Once a year, through e-learning seminars for all domestic group employees that bring up major health topics, we strive to help them acquire knowledge and improve their health awareness.
  - Education by level: Regular employees We provide self-care-related education through e-learning when employees enter the company and when they advance in level.  
Managers We provide managers with education for taking care of employee mental health when they are promoted to manager, and as part of the management education they receive every three years.
  - Company-wide seminars: We conduct seminars relating to exercise, rest, diet, quitting smoking, and women's health, among others. In addition to physical attendance at the venue, we conduct video broadcasts so that all employees at domestic group companies can watch the seminars.
  - Office seminars: We hold seminars on themes such as mental health and physical fitness, in accordance with the issues of each office.
- \* Refer to [FY2019 Performance: Health Education Accomplishments](#) for more information.

### Events

- A company-wide walking event, "Let's Walk Together"  
This event, held twice a year in spring and fall, has employees use smartphone apps and other tools in team/individual competitions based on their average steps over the course of one month. Incentives were awarded to teams and individuals, such as the employees with the highest average step count, those who walked over 8,000 steps a day on average, and those who successfully walked over 8,000 steps every day.  
The same initiative, implemented as a Global Challenge, takes place around the world as well. Over 2,000 employees participate every year, centered around those in EMEA (Europe, Middle East, India and Africa).
  - A quitting smoking promotion event, "Let's Stop Smoking Together"  
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. Teams that successfully get their smoking member to quit are awarded incentives.
  - A nutrition education event, "Let's Learn About Food Together"  
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.
- \* Refer to [FY2019 Performance: Events](#) for more information.

## Health Initiatives for Female Employees

Fujitsu and domestic group companies hold seminars and distribute email newsletters that are related to health issues that are specific to female employees. By allowing all employees to participate in the seminars and receive the email newsletters, not just females, we encourage all employees to have accurate knowledge and be interested in female-specific health issues to create better working environments for women.

As a measure for diversity promotion and female career support, we conduct education on what to pay attention to from a health perspective, as part of seminars that are conducted for employees who have returned from childcare leave and department heads with employees who have childcare-related circumstances.

- For employees who have returned from childcare leave - Diversity promotion forums for employees who have childcare-related circumstances –Balancing work and childcare from a health perspective–
- For managers - Management seminar for department heads with employees who have childcare-related circumstances – Physical and mental changes women undergo during pregnancy, childbirth, and childcare, and what managers should pay attention to–

## Support for Balancing Work with Medical Treatment

The fundamental idea at Fujitsu and 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 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. The guidebook, entitled "How to Spend Your Days While Undergoing Treatment," is a compilation of information to be aware of, including treatment objectives, how desired treatment should be, how to think about returning to work after recovering, and procedures for returning to the workplace.

## Infectious Disease Countermeasures

Fujitsu and 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.

## Response to the Novel Coronavirus

In response to the spread of the novel coronavirus, we have established a dedicated telephone 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) is dealing with people who are worried about infection, in conjunction with health care centers and regional specialist medical institutions.

As for our response from a mental health perspective with regard to the spread of the novel coronavirus and the new work style centered around working from home, we have set up a system for occupational health staff to respond to people who would like to have a consultation or undergo counseling, in addition to encouraging self-care through employee self-checks using our stress check system.

We also offer important information for the physical and mental health of employees and their families, such as information

about the novel coronavirus and how to work comfortably from home (with regard to exercise, diet, smoking, mental health, and work environment), on our internal company website.

With regard to work style, we are thoroughly engaged in remote work to prevent the spread of the novel coronavirus, and we have changed face-to-face meetings to Skype meetings or conference calls. To exercise consideration for employees who have had issues from a physical and mental health perspective due to the increase in remote work, and to respond to the needs of employees who are having difficulty working due to the closure of places like schools, day care centers and kindergartens, and nursing care facilities, we have newly established the following special leave as a temporary measure.

- \*1 Special leave: All employees receive 10 days of special leave (100% fully paid), which is separate from their annual and accumulated leave
- \*2 Family support leave: Employees who are having difficulty working due to their need to support children who are elementary school age or younger, or family members who require long-term care, will receive family support leave (at 80% of their wages) in addition to special leave

## Assessments from Outside the Company

### Certified as One of the White 500 Health and Productivity Enterprises

The Health and Productivity Enterprises certification system recognizes enterprises that are engaged in particularly excellent health and productivity management, based on initiatives that correspond to regional health issues and health betterment initiatives promoted by the Nippon Kenko Kaigi. 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 top 500 enterprises (the White 500) by the Health and Productivity Enterprises, marking its fourth consecutive certification since 2017.

One domestic group company was certified in the White 500 (top 500 enterprises), 12 companies were certified in the large-scale enterprise, and four companies were certified in the small to medium-scale enterprise category.



- Large-scale enterprise (White 500): Fujitsu Software Technologies
- Large-scale enterprise category: PFU, Fujitsu FSAS, Fujitsu Communication Services, Shimane Fujitsu, Fujitsu Kyushu Systems, Fujitsu Learning Media, Fujitsu YFC, Fujitsu Marketing, Shinko Electric Industries, Fujitsu FIP, Fujitsu Social Science Laboratory, Fujitsu Frontech
- Small to medium-scale enterprise category: Best Life Promotion, Mobile Techno, G-Search, Fujitsu FSAS Kansai Customer Service

### Received Partner Award (Information Provision Category) from the Government for Promoting Cancer Countermeasures

Fujitsu received a partner award (information provision category) in the 2019 awards for cancer prevention measures by the Cancer Countermeasures Corporate Action Project(\*3), conducted by the Ministry of Health, Labour and Welfare. Our initiatives that were well-received and led to the award were our advanced education initiatives for all employees in domestic group companies, themed around cancer prevention and support for balancing treatment and work, which combined lectures from a cancer specialist (Chairman Nakagawa from the Cancer Countermeasures Corporate Action Project) with e-learning.

- \*3 A national project commissioned by the Ministry of Health, Labour and Welfare that aims to raise the number of people who undergo cancer screenings to 50% or higher, and build a society where people can work even if they are stricken with cancer

## Nominated for the Grand Prize at the Women's Body Forum Awards 2020

Fujitsu's e-learning initiatives for cancer prevention and support for balancing work and treatment, which were targeted at all employees of domestic group companies, was nominated for the Grand Prize at the Women's Body Forum Awards 2020 by Think Pearl, an association which promotes female health education and preventative medicine. The announcement of the grand prize and special prizes will be made at the award ceremony of the 6th World Women's Body Forum 2020.

## Social Contribution Initiatives

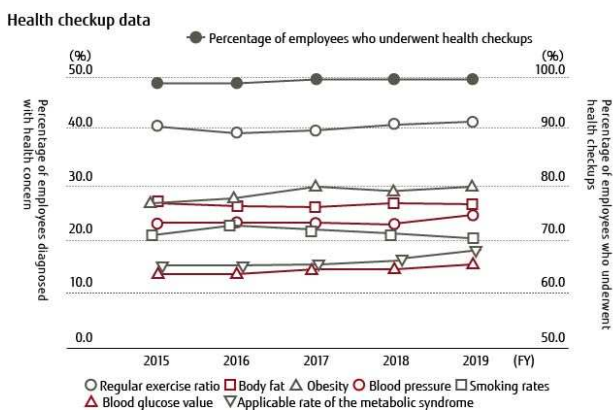
Fujitsu contributes to better physical fitness and increased productivity for all of society, by offering and presenting things such as health management and practical cases of health and productivity management in various forms, as well as research results, to places outside the company. In addition,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

\* Refer to [FY2019 Performance](#): Social Contribution Initiatives for more information.

## FY2019 Performance

### Percentage of Employees with Health Concerns

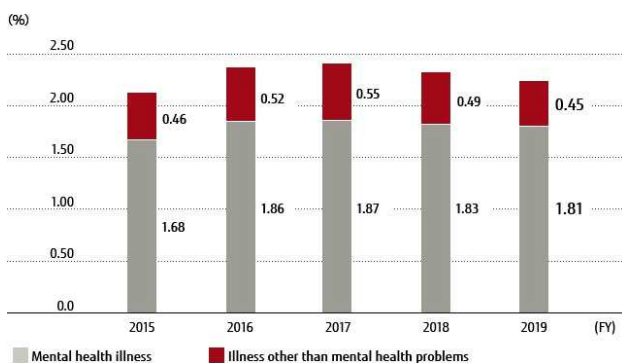
Target: Full-time employees of Fujitsu Ltd. at the end of the fiscal year Respondents who exercise regularly: Percentage of those who said they exercise regularly when they underwent health checkups



- Body fat: Neutral fats of 150mg/dl or higher and HDL cholesterol below 40
- Obesity: BMI of 25 or higher
- Blood pressure: Systolic blood pressure of 130mmHg or higher and diastolic blood pressure of 85mmHg or higher
- Percentage of smokers: Those who said that they smoke when they underwent health checkups
- Percentage of smokers: Those who said that they smoke when they underwent health checkups
- Blood sugar level: People with a blood sugar level over 110mg/dl or an Hba1c level over 6.0% who are receiving treatment for that particular item

### Percentage of Employees Who Took a Long-Term Leave of Absence or Medical Leave

Ratio of long-term absence due to illness/ Leave of absence due to illness



Target: Full-time employees of Fujitsu Ltd. at the end of the fiscal year

Percentage of people who had taken a leave of absence or taken medical leave for a continuous period in excess of one month by the end of the fiscal year

## Health Education Accomplishments (Fujitsu)

- Company-wide e-learning:  
Theme: Cancer Prevention and Support for Balancing Treatment and Work
  - Basic knowledge about cancer / cancer prevention / cancer screenings (early detection and treatment)  
For all employees/Number of participants: 30,466
  - Support for Balancing Work with Cancer Treatment  
For managers/Number of participants: 6,472
- Education by level:
  - Health education when joining Fujitsu (e-learning), 975 employees who took the e-learning seminar (Number of employees joining the company in FY2019)
  - Education when advancing in level (e-learning), 2,882 employees who took the e-learning seminar (Number of employees who were promoted to G3 or G4 in FY2019)
  - New manager training (group education), 457 employees who underwent training (Number of employees who were promoted to manager in FY2019)
- Elective education:
  - Self-care training (e-learning) after undergoing a stress check, 3,000 employees who took the e-learning seminar
- Company-wide seminars:
  - May 21, 2019 "What will change due to anti-secondhand smoke ordinances? What you should know about them and their relationship with tobacco," taught by Kuninori Matsuo (National Cancer Center Japan), 37 employees (265 employees)
  - January 14, 2020 "What you should know about cancer: behavioristics that reduce risk," taught by Keiichi Nakagawa, University of Tokyo, 154 employees (1,167 employees)
  - February 23, 2020 "The laws of eating, as revealed by chrono-nutrition," taught by Shigenobu Shibata (Waseda University), 118 employees (2,424 employees) ( ) indicates employees who watched internal broadcasts

\* ( ) indicates employees who watched internal broadcasts

- Office seminars:

Theme of seminar	Number of offices that conducted seminars	Number of participants
Mental health	22 Office	1,809 participants
Exercise	18 Office	1,732 participants
Diet and nutrition	10 Office	1,092 participants
Lifestyle-related diseases	8 Office	1,253 participants
Smoking	8 Office	741 participants
Other (dental health, preventing falls, migraines)	12 Office	2,950 participants

## Events

- **"Let's Walk Together," a company-wide walking event**  
Spring 2019 3,456 Teams 19,463 Participants Participation rate 19.3%  
Fall 2019 4,094 Teams 25,018 Participants Participation rate 25.1%
- **"Let's Stop Smoking Together," an event to promote quitting smoking**  
2019 Participants 249 Teams (249 smokers, 599 supporters) 201 successful quitters (80.7%)  
2018 Participants 430 Teams (430 smokers, 1,060 supporters) 300 successful quitters (69.8%)



## Social Contribution Initiatives

- **Providing e-learning materials on cancer to external parties**

There are plans for the materials used in the Cancer Prevention and Support for Balancing Work and Treatment e-learning seminar, which Fujitsu and domestic group companies conducted for employees in FY2019, to be made public via the Corporate Action Program for Promoting Cancer Prevention (a Ministry of Health, Labour and Welfare project). We expect that having the materials widely used will contribute to resolving the issue of teaching the working generation about cancer, which is important for Japan's cancer countermeasures.

- **Collaborative Development with IHS-GPAC on a Program to Remedy Migraines**

Fujitsu is engaged in collaborative research with IHS-GPAC (International Headache Society – Global Patient Advocacy Coalition) to improve employees' quality of life and improve company productivity by (1) increasing disease awareness about migraines among employees, and (2) working to develop an in-house program to remedy migraines, the first of its kind in the world, which includes understanding the realities of disruption and loss due to workplace migraines and the promotion of projects to counteract them. There are plans for the program developed and tested by Fujitsu to be made publicly available through the International Headache Society and other organizations.

- **Articles, Conference Presentations, External Presentations, Magazine Publications**

- **Articles**

- Hiromitsu Sekizuka, Hitoshi Miyake. 2019 "The prevalence of atrial fibrillation in working-age adults and its relationship to lifestyle habits," Shinzo Vol.51 (No.12): 1261-1268, 2019.  
Japanese Circulation Society 8th Shinzo Award Grand Prize Winner

- **Conference Presentations**

- 92nd Annual Meeting of Japan Society for Occupational Health (one oral presentation, four poster presentations)
- 29th Annual Meeting of Japan Society for Occupational Health, National Council (four poster presentations)

- **External Presentations**

- May 25, 2019 92nd Annual Meeting of Japan Society for Occupational Health, Occupational Physician Forum "An Occupational Physician's Right to Make Recommendations from an Employer's Perspective"
- October 18, 2019 Kanagawa Health Promotion Council, Occupational Health Forum "Occupational Health Activities at Fujitsu, Handled in Teams"
- December 5, 2019 Cancer Countermeasure Corporate Action Project, Corporate Consortium, "Cases of Support for Balancing Work and Cancer Treatment"
- 2020/2/20 Ministry of Labour, Health and Welfare Workplace Mental Health Symposium "Creating a Workplace Environment Where People Can Consult Others Easily"

- **Participation in Review Committees, etc.**

- Ministry of Labour, Health and Welfare, member of committee relating to the review of multidisciplinary cooperation and team structures for occupational health activities

- **Acceptance of Occupational Physicians, Medical Students and Nursing Students for Training and Internships**

- Kanagawa Prefecture Medical Association, occupational medicine section, training sessions (50 people)
- Community medical intern training (one hospital, three people)
- Early medical school trial internships (two schools, 13 people)
- Medical school field training for occupational physicians (six schools, 107 people)
- Community nursing practicum and internships through nursing schools, integrated nurse internships (seven schools, 55 people)
- Mental health internships for health management in companies (one school, 17 people)

## Human Resources Development and Career Design

### Goal

#### 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 FY2022

Enabling success in personal development and growth

KPI : Fujitsu Group aims to achieve at least 70%, in favorable answers to "Growth" question of Engagement Survey by FY2022

### Policy

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Fujitsu significantly revised its policies on human resource development starting in FY 2020, and made a shift in direction. Instead of providing employee training that is the same across the board, the company will support the learning and growth of each individual employee. We aim to become a company where each employee thinks that working at Fujitsu, more than anywhere else, will enable them to experience growth. We provide support for diverse personnel with their own passions so they can learn, grow and find the careers they want to pursue. As a company, we are expanding opportunities for employees to learn and make career choices, establishing systems and mechanisms which make use of those opportunities, and systematically supporting the growth of each employee, including management, in accordance with their individual characteristics.

### Structure and Periodic Review

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Fujitsu has established a Group-Wide Talent Strategy Committee comprised mainly of executives at the management level and above. The committee meets twice a year to discuss the Fujitsu vision and human resources strategy for achieving our business strategy. As a measure for reflecting the voices of our employees, in addition to conducting an annual global opinion survey of our employees, we regularly conduct pulse surveys, questionnaire surveys and other measures, just to hear what they have to say on a more frequent basis. The Human Resources Development Unit considers and implements priority measures that take both the policies of the Group-Wide Talent Strategy Committee and employee feedback into account, along with training business leaders. The Human Resources Development Unit in each division acts as the primary reviewer of the skills and professional training that need to be enhanced based on each division's strategy and business needs, and serves as the lead for the promotion of cross-functional human resources development for each job category.

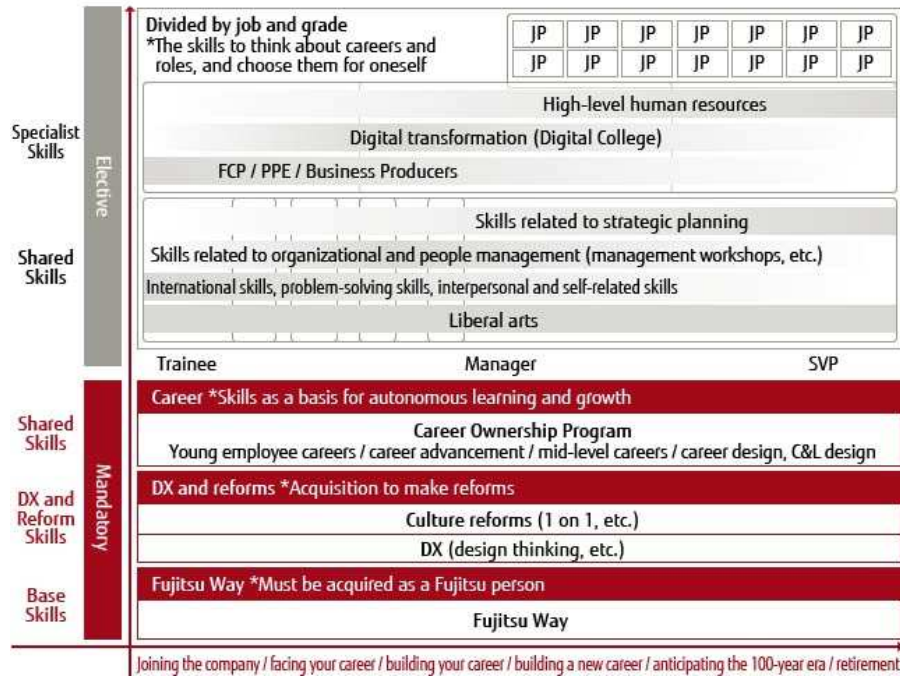
Trainings are mainly delivered by the group company Fujitsu Learning Media Limited, which specializes in learning and development.

### Human Resources Development Framework

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Fujitsu and domestic group companies have revamped their training and development framework with the aim of enabling each and every one of our diverse employees to learn and grow in accordance with their own career aspirations and strengths, and allowing them to choose what they want to learn, whenever and wherever they want. In the past, we provided a uniform mandatory training program for all levels of employees, but we have essentially eliminated the mandatory training program in favor of a system in which employees can choose from a variety of training programs according to their own characteristics and job goals. However, we do ask employees to take the prescribed courses in the Career Ownership Program, which forms the basis for autonomous learning and growth, and in the knowledge and perspectives that are important for a Fujitsu person.

Human Resources Development Framework



## Supporting the Growth of Diverse Individuals

Since April 2020, we have offered a platform to support the learning and growth of each and every one of our diverse employees at all times, no matter where they are, for employees at Fujitsu and domestic group companies. The content is constantly updated with a wide variety of internal and external information and courses. For example, the "Edge Talk" videos feature stories of practical knowledge shared by personnel who are experts in specific fields at Fujitsu and domestic group companies, and promote internal company learning which transcends organizational boundaries, where employees learn from each other. It also includes content and job recommendations based on individual attributes and career goals, as well as a function to display data on learning to supervisors and the individual, to create an environment which makes it easy for employees to plan what they want to learn for their careers and jobs and for supervisors to support their subordinates based on their areas of interest.

## Developing Business Leaders

From the perspective of employees' medium- to long-term growth, Fujitsu has a structure for young to middle-class employees with high potential that allows them to demonstrate their own leadership and aim for further growth. In particular, in order to cultivate leaders capable of creating innovation, we carry out practical programs which draw future scenarios, involve diverse human resources, and enhance their ability to envision new business models and ecosystems. In addition, the Global Knowledge Institute (GKI), our flagship institute for training the next generation of business leaders, has produced more than 400 graduates since its establishment in 2000, including our current President, Mr. Tokita, and continues to produce management leaders who are active on the global stage.



GKI President Sessions

## Developing Digital Talent

In order to implement reforms for turning Fujitsu into a digital transformation (DX) company, we are strengthening our support for all employees of Fujitsu and domestic group companies to acquire knowledge and skills related to DX and the latest technologies. We have developed DX human resources development systems to serve as guidelines for all employees, and we offer numerous courses on DX literacy, technology, and industry business knowledge for each role in order to help employees acquire the DX skills they need most for their jobs. We place an emphasis on speedy business impact. Not only do we work with the Human Resources Development Unit, we also work with people in the field to identify development skills and develop courses so that employees can acquire skills which can be applied and reflected in business operations the same day they are acquired. Notably, design thinking is positioned as a component of DX literacy, and is used to establish skills and behaviors to provide support for our customers' businesses and to innovate within Fujitsu.

## Developing Professional Human Resources

Fujitsu and domestic group companies are carrying out human resources development at each department with an emphasis on specialization closer to their respective fields. For details on human resources development at each department, please refer to the following URL.

- Cultivating Specialist Human Resources  
[https://www.fujitsu.com/global/documents/about/csr/employees/education/Development\\_specialist%28en%29.pdf](https://www.fujitsu.com/global/documents/about/csr/employees/education/Development_specialist%28en%29.pdf)

## Career Design Support

Fujitsu fosters a rewarding workplace culture that values careers. At the same time, we support each employee's autonomous career development. In addition to the Career Ownership Program and career counseling that are attuned to employees' aspirations, we are expanding opportunities for career choices, including an internal posting system and career support for senior-level personnel. From FY 2020, we are significantly expanding our posting system to make open positions available to the entire Fujitsu Group, enabling all Fujitsu Group employees to take up the challenge and apply for these positions. In this way, employees can autonomously think about the career plans they want to achieve and aim for transfers and promotions of their own choosing. Through one-on-one dialogue, supervisors provide specific advice and support to their subordinates, based on their career aspirations and characteristics. Through these efforts, we aim to increase the mobility and diversity of our human resources, and ensure that the right people are in the right places.

## FY 2019 Performance

- Average Annual Hours Spent Learning and Annual Cost of Learning Per Employee  
 (FY 2018; tabulated in October every year)

	Managers	Regular Employees	Total Average
Average Annual Hours Spent Learning	34.8 hours	49.4 hours	45.3 hours
Annual Cost of Learning	61,100 yen	91,300 yen	82,300 yen