



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

Goals

WHAT FUJITSU ASPIRES TO BE

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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

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

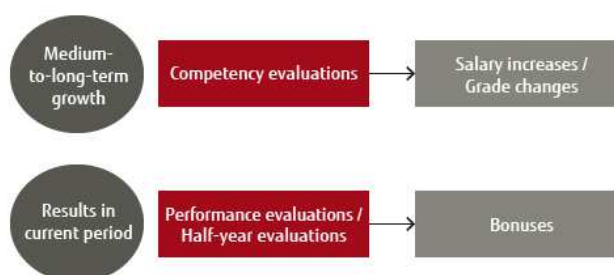
Detailed Activities

[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.

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

Overview of Evaluation System and Objectives



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.

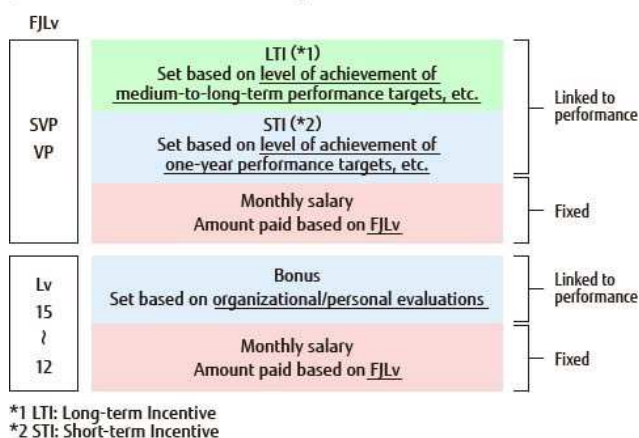
[Executives]

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

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 wellbeing 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.

An Overview of Work Life Shift

The Work Life Shift offering comprises 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 workstyle 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.

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.

Goals of the System

- To boost individual productivity and maximize the benefits of teamwork
- 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 our Work Life Shift concept, we have made remote working fundamental to our operations. We are also enhancing our systems that support diverse ways of working as we proactively utilize flexible working arrangements, such as flex time and exempt labor systems (*1).

*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
- 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

Employee Benefits Program

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. As part of the trend toward more diverse and flexible ways of working, and to meet employee demands for a benefits system, in October 2014 Fujitsu introduced the “F Life+” cafeteria plan(*2) as a new program. Furthermore, in line with the belief that active work, challenges, and personal growth for every employee lead to growth and development for the company, we have established various initiatives to support employees as they prepare for the future. These include savings/property accumulation programs, an employee shareholding association, group insurance benefits, housing support, medical support, health support, and support toward childcare and nursing/caring.

*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

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

We 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 the Fujitsu Group's Corporate Values and Principles. Therefore, we regularly conduct employee engagement surveys to provide an opportunity to seriously consider ways to maintain and enhance that motivation.

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.

FY2020 Performance

Initiatives Aimed at Reducing Long Working Hours

The discretionary working system applies to 18% of employees, and the flex time system applies to 77% of employees (in Fujitsu and Fujitsu Laboratories in Japan).

Telework Rate

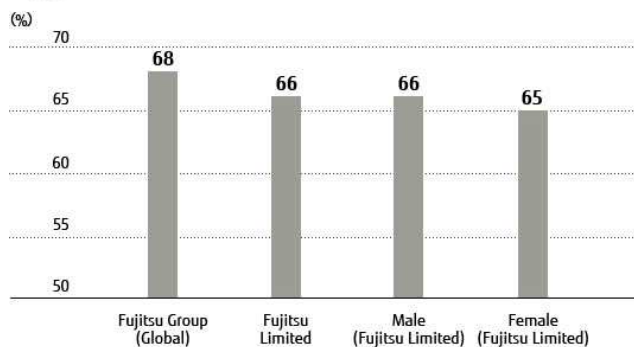
The proportion of employees participating in teleworking is approximately 80%.

Unionization Rate

The Fujitsu Labor Union membership rate is 74.3% (Fujitsu).

Employee Engagement Survey

Engagement Score



- Number of employees surveyed: Total 123,000 employees; approximately 82,000 employees at 104 Group companies in Japan and 41,000 overseas employees
- Survey response rate: 80% globally (82% in Japan; 77% overseas)
- Positive response rate: 66% (Fujitsu Limited)

* The positive response rate is calculated as the average of the five-level responses, converted to factors of 0, 25, 50, 75 & 100.

Trend in Turnover Rate

Turnover Rate (Fujitsu)



Health and Productivity Management

Goals

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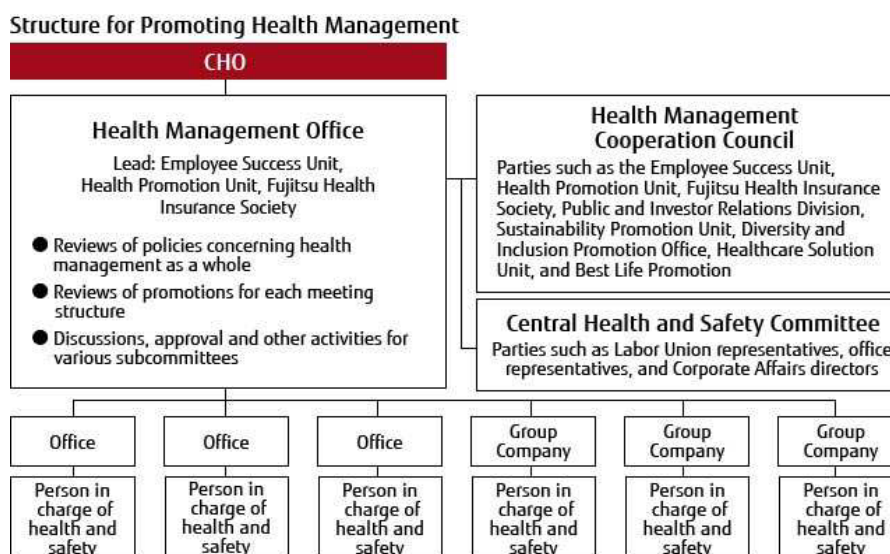
Our Health Management Policy

With regard to being a Global Responsible Business (GRB) that is oriented towards achieving our purpose, we have positioned our health management efforts ("well-being," which is enabling our employees to succeed in their personal development and offering opportunities for them to demonstrate those abilities to the fullest extent, as well as "health and safety," which is offering a safe workplace environment that is conducive to good health) as initiatives to be promoted across the entire company. In the Fujitsu Group Health Statement, in addition to clearly positioning employee health as a management cornerstone, we are promoting the maintenance and improvement of health for our employees and their families in a more strategic manner, based on our past internal practices.

- Fujitsu Group Health Statement and Key Measures
https://www.fujitsu.com/global/images/qig5/fujitsu-group-health-statement_en.pdf

Domestic Structure for Promoting Health Management and Conducting Reviews

The structure at Fujitsu and its domestic group companies for promoting health management is led by the Chief Health Officer (CHO), in coordination with the Human Resources Unit, the Health Promotion Unit, 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 its domestic Group companies set numerical targets for priority measures (which are synchronized with data health planning by the Fujitsu Health Insurance Society) and engage in various initiatives to achieve those targets.

Priority Measures	Evaluation Index	FY2016 Achievements	FY2017 Achievements	FY2018 Achievements	FY2019 Achievements	FY2020 Achievements	FY2020 Goals	FY2022 Goals
Counter-measures for lifestyle-related diseases	Percentage of high-risk individuals (*1)	-	1.3%	1.1%	1.3%	1.3%	0.9%	0.6%
	Percentage of those classified as overweight	15.3%	15.5%	16.3%	17.5%	19.4%	13.2%	12.9%
Cancer counter-measures	Percentage of gynecological consultations	55.6%	55.4%	56.2%	59.4%	56.8%	57.5%	60.0%
Mental health counter-measures	Percentage of those taking a leave of absence for mental health reasons (*2)	0.76%	0.70%	0.74%	0.71%	0.64%	0.66%	0.60%
Smoking counter-measures	Percentage of smokers	22.6%	22.0%	21.1%	20.6%	18.5%	22.0%	20.0%
Improvement of health awareness	Percentage of participation in walking events	—	—	15.2%	25.1%	22.8%	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 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 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

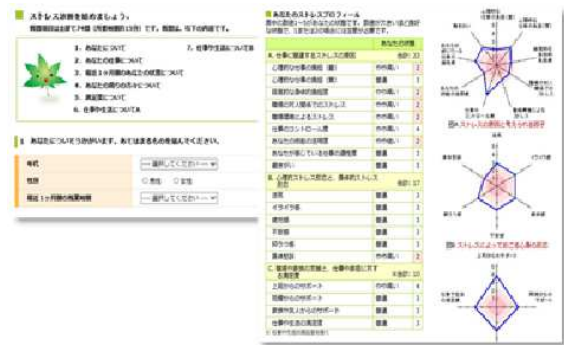
Fujitsu's basic policy for taking steps against cancer is engaging in prevention through improvement of lifestyle habits, as well as early detection through health checkups and treatment. We promote regular additional screenings for stomach cancer, colorectal cancer, and prostate cancer when employees 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 addition, in an effort to reduce the risk of 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.

In FY2019, 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 and treatment through health checkups. In FY2020, in cooperation with the Fujitsu Health Insurance Society, we also provided cancer education for families. The educational materials, which were provided to the Cancer Countermeasure Corporate Action Project (*3) conducted by the Ministry of Health, Labour and Welfare, are now being provided to partner companies and organizations by the project.

- *3 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.

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 and other professional support within the company. 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. 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.



A stress diagnostic tool and individual results

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. In order to support efforts 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.

Improvement of Health Awareness

Fujitsu and its 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.

* Refer to [FY2020 Performance: Health Education Accomplishments](#) for more information

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 for employees who are advancing in their careers: For regular employees, we provide them with self-care-related education through e-learning when they enter the company and when they advance in level. For managers, we provide them 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.

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, teams who walked over 6,000 steps a day on average, and those teams and individuals 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.

Health Initiatives for Female Employees

Fujitsu and its domestic Group companies are disseminating information through initiatives such as establishing an intranet portal site for female health, providing a consultation service dealing with health issues that are specific to women, as well as information about health based on the employee's stage in life, and holding various seminars.

By making this information available to all employees and not just those who are female, we are encouraging all employees to have accurate knowledge about female-specific health issues and have an interest in them, promoting the creation of better working environments for women, and supporting the empowerment of female employees.

In FY2020, 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, were selected for the Merit Award at the Women's Body Forum Awards 2020 by Think Pearl, an association which promotes female health education and preventative medicine.

- Gynecological examinations (cervical cancer and breast cancer examinations)
 - The Fujitsu Health Insurance Society conducts examinations for all female employees. Employees may choose to have their examination at the same time as the mandatory company health examination, or at their family doctor's office.
- Regularly held seminars
 - We hold various seminars in accordance with Pink Ribbon Day in October and Women's Health Week in March. We regularly hold seminars on a variety of topics, such as pregnancy and childbirth, cancer, lifestyle-related diseases, and menopause.
 - 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.
 - FY 2020 Pink Ribbon Day Event: "What You Should Know About Cancer (Cancer That Affects Women)" online seminar
 - FY 2020 Women's Health Week: "What People in Their 20s Should Know About Cancer That Affects Women and Menopause" online seminar, Lunchtime Pilates sessions conducted online
- Dissemination of information via intranet portal site for female health
 - We make regular updates on the portal site, ranging from information on various events to health guides by occupational health staff about women's health according to their stages in life. Videos of seminars held in the past are also available.

Fujitsu Headache Project

Since FY 2020, Fujitsu and its domestic group companies have been implementing the world's first corporate program for helping with headaches, in conjunction with the International Headache Society and the Japanese Headache Society. The results of a 2018 survey, conducted by Fujitsu, WHO, the International Headache Society and the Japanese Headache Society, showed that the prevalence of headaches is very high, and headaches have a significant impact on daily life and work productivity. Taking this into account, with e-learning seminars on correctly understanding and dealing with headaches as the starting point, we are helping employees with their headaches through various programs, such as video seminars, consultations about headaches with experts, and exercises to deal with headaches. In addition to attempting to improve QOL and boost work productivity, we are promoting understanding of headaches among employees, and creating a workplace where people suffering from headaches can work with peace of mind.

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 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 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 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.

We also offer information about matters such as the novel coronavirus and how to work comfortably from home (with regard to exercise, diet, smoking, mental health, and work environment), which are important for the physical and mental health of employees and their families, 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

* In the case of Fujitsu Limited

Assessments from Outside the Company

Named as a 2021 Health and Productivity Stock Selection, and Certified as One of the 2021 White 500 Health and Productivity Enterprises

As a company which considers the health management of employees from a management perspective and tackles strategic initiatives to deal with it, Fujitsu was selected as a 2021 Health and Productivity Stock Selection by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange for the first time, and certified as one of the top 500 enterprises (the White 500) by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, marking its fifth consecutive certification. Up until now, we have continuously worked on measures for maintaining and improving the health of our employees and their families, such as establishing robust systems with medical professionals at our offices nationwide, providing health guidance for lifestyle-related diseases, and setting up mental health and smoking prevention programs, and these awards are recognition of our results.

In addition, in order to promote health management across the entire group, Representative Director Takahiro Tokita serves as Chief Health Officer (CHO) and disseminates messages to all employees in Japan and overseas. We are also working to have senior management directly discuss the importance of health management and its impact on the company's sustainable growth and business performance by using data-driven health information, together with occupational health staff, so that management personnel will gain a more realistic understanding of health issues.

Among domestic Fujitsu Group companies, one domestic group company was certified in the White 500 (top 500 enterprises), 14 companies were certified in the large-scale enterprise, and four companies were certified in the small to medium-scale enterprise category.

*Company names are as of the time of certification (as of March 4, 2021).

- Large-scale enterprise (White 500): Fujitsu Communication Services
- Large-scale enterprise category: Fujitsu Advanced Engineering, Fujitsu FSAS, Fujitsu Kyushu Systems, Fujitsu Connected Technologies, Fujitsu Japan, Shimane Fujitsu, Shinko Electric Industries, Fujitsu Software Technologies, Fujitsu Social Science Laboratory, Fujitsu Network Solutions, PFU, Fujitsu Frontech, Fujitsu Learning Media, Fujitsu YFC
- Small to medium-scale enterprise category: Fujitsu Isotec, Fujitsu FSAS Kansai Customer Service, Fujitsu Banking Solutions, Best Life Promotion



Received Outstanding Corporation Award for Promoting Cancer Countermeasures in March 2021

Fujitsu received an "outstanding corporation award in 2020" from the Cancer Countermeasures Corporate Action Project, which is conducted by the Ministry of Health, Labour and Welfare.

[Previous Awards]

- March 2020: Received Cancer Countermeasures Partner Award (Information Provision Category), awarded to companies that promote cancer countermeasures
- October 2021: Nominated for the Grand Prize at the Women's Body Forum Awards 2020 and received Merit Award

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.

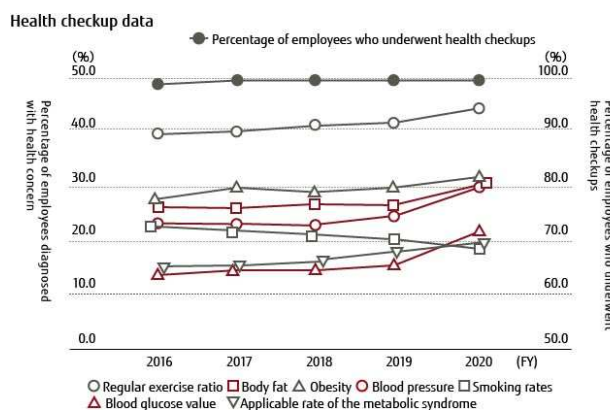
Refer to [FY2020 Performance](#): Social Contribution Initiatives for more information.

FY2020 Performance

Percentage of Employees with Health Concerns

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

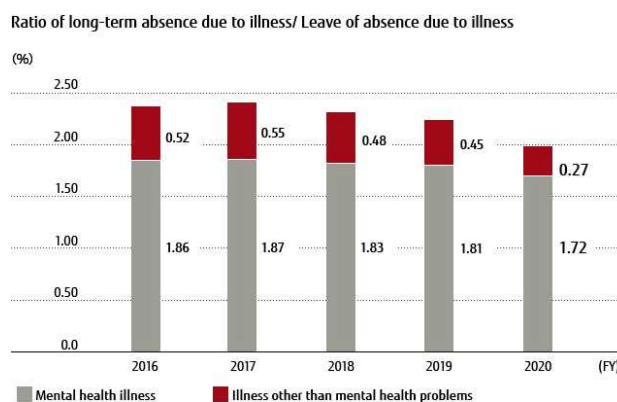
- Body fat: Neutral fats of 150mg/dl or higher and HDL cholesterol below 40 mg/dl
- Obesity: BMI of 25 or higher
- Blood pressure: Systolic blood pressure of 130mmHg or higher and diastolic blood pressure of 85mmHg or higher
- Percentage of smokers: Those who said that they smoke when they underwent health checkups
- 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
- Rate of metabolic syndrome: Based on the definition by the Japanese Society of Internal Medicine and diagnostic criteria



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

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: Accurate Information About Headaches and How to Deal with Them
 - Basic knowledge about headaches, their impact on daily life and work, and how to deal with them (such as prevention, treatment, amelioration). For all employees/Number of participants: 29,566
 - Support for people with headaches. For managers/Number of participants: 6,565
- Education by level:
 - Health education when joining Fujitsu (e-learning), 814 employees who took the e-learning seminar (Number of employees joining the company in FY2020)
- Elective education:
 - Self-care training (e-learning) after undergoing a stress check, 3,000 employees who took the e-learning seminar
- Company-wide seminars:
 - October 2020: "What You Should Know about Cancer: Behavioral Studies for Reducing Risk (Cancer That Affects Women)" Associate Professor Keiichi Nakagawa (Tokyo University), streamed online to 633 employees
 - October 2020: "COVID-19 Up to This Point, The Current Situation and Countermeasures, As Well as Preventing Influenza" Professor Kazutoshi Nakashima (Daito Bunka University), streamed online to 671 employees
 - March 2021: "What People in Their 20s Should Know About Cancer That Affects Women and Menopause" Dr. Mihyon Song (Marunouchi no Mori Ladies Clinic), streamed online to 574 employees

Events

- **A company-wide walking event, "Let's Walk Together"**
Spring 2019: 3,456 teams and 19,463 participants, with a participation rate of 19.3%
Fall 2019: 4,094 teams and 25,018 participants, with a participation rate of 25.1%
Fall 2020: 3,866 teams and 22,463 participants, with a participation rate of 22.8%
- **A quitting smoking promotion event, "Let's Stop Smoking Together"**
2018 participants: 430 teams (430 smokers, 1,060 supporters) and 300 successful quitters (69.8%)
2019 participants: 249 teams (249 smokers, 599 supporters) and 201 successful quitters (80.7%)
2020 participants: 193 teams (193 smokers, 441 supporters) and 141 successful quitters (73.1%)

Social Contribution Initiatives

- **Providing e-learning materials on cancer to external parties**
The materials used in the Cancer Prevention and Support for Balancing Work and Treatment e-learning seminar, which Fujitsu and its domestic Group companies conducted for employees in FY2019, were made public via the Cancer Countermeasure Corporate Action Project (a Ministry of Health, Labour and Welfare project), and the same group currently provides this service to partner companies and organizations.
- **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**
 - **Conference Presentations**
 - 93rd Annual Meeting of Japan Society for Occupational Health (three oral presentation, one poster presentations)
 - 30th Annual Meeting of Japan Society for Occupational Health, National Council (one poster presentations)
 - 9th International Conference of Global Network of Public Health Nursing (one oral presentation (workshop))

- **Magazine Publications**
 - Q&A on Human Resources and Labor Practices, May 2020 Issue: Fujitsu Health Promotion Unit "Educating 70,000 Group Employees About Cancer: Early-Stage Detection and Treatment Through Prevention and Checkups"
 - Industrial Safety and Health, May 2020 Issue: Fujitsu Health Promotion Unit "Cancer Education is One Aspect of Supporting Employees' Work-Life Balance"
 - Occupational Health and Safety PR, July 2020 Issue: Fujitsu Health Promotion Unit "Establishing Workplace Development Support Staff to Back Up Busy Managers"
 - Safety Staff, August 2020 Issue: Fujitsu Health Promotion Unit "Educating 70,000 Employees About Cancer via e-Learning"
 - Beyond Health Special Edition, September 2020 "The Cancer Screening Revolution: Towards Making Healthy, Happy 100-Year Lives a Reality"
 - Occupational Mental Health 2021, Vol. 29, No. 2 "Countermeasures and Collaboration with Regard to Overwork and Interviewing Highly Stressed Individuals from the Perspective of Occupational Health Nurses"
 - Health Development, Vol. 25, No. 3, March 2021 "Telework and Occupational Health Activities: Current Status and Issues - Actual Cases from Companies"
 - Occupational Health and Nursing, Spring 2021 Special Edition "All About Preventing, Responding to and Providing Support for Mental Health Issues in the Workplace"
 - Health Management, October 2021 Issue "Relay of Articles from Occupational Health Nurses: Documents and Records of Occupational Health Nurses"
- **Participation in Review Committees, etc.**
 - Member of the Ministry of Health, Labour and Welfare Review Committee for Revising Guidelines on the Maintenance and Promotion of Workers' Health at Business Sites
- **Acceptance of Occupational Physicians, Medical Students and Nursing Students for Training and Internships**
 - Kanagawa Prefecture Medical Association, occupational medicine section, training sessions (30 people)
 - Community medical intern training (one hospital, six people)
 - Early medical school trial internships (one school, four people)
 - Medical school field training for occupational physicians (three schools, 118 people)
 - Community nursing practicum and internships through nursing schools, integrated nurse internships (seven schools, 67 people)
 - Training lectures at schools of nursing (four schools, 285 people)

Human Resources Development and Career Design

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 FY2022

Enabling success in personal development and growth

KPI: Fujitsu Group aims to achieve at least 70% in affirmative answers to Engagement Survey questions about "opportunities for personal growth and self-realization"

Policy

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 which provides support for diverse personnel with their own passions, so they can take on challenges, experience personal growth, and realize their career goals, and we will endeavor to create an organizational culture which encourages those efforts. 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

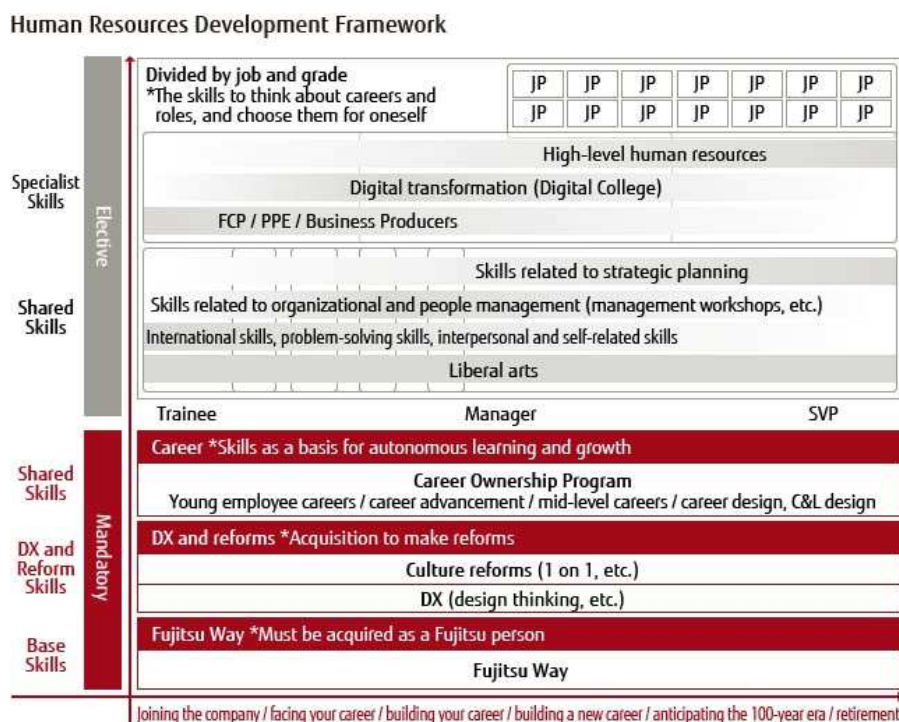
Fujitsu plans and develops personnel development measures in an agile manner, based on business needs and employee feedback, in order to realize our business strategy. The Engagement & Growth Division, which is in charge of human resources development for the entire company, is responsible for company-wide HR development policies. With regard to divisional strategies and business needs, the Human Resources Development division in each business unit serves as lead reviewer, clarifying the types of human resources and skills which need to be enhanced, and promoting plans for development measures. As an initiative to reflect employee feedback, engagement surveys are conducted twice a year globally, and the results of each organizational unit are disclosed internally so that each organization can take action for improvement. In addition, we regularly conduct pulse surveys and questionnaires to get simple feedback more frequently. We analyze this data, clarify and implement key measures, and then revise them based on feedback.

In addition, we have formed a global human resources development community to plan and develop global actions based on the results of the engagement surveys, and by sharing regional actions, we are working to enhance the expertise of departments which conduct training and strengthen support for employees. Fujitsu Learning Media Limited, a Group company which offers personnel development services, is responsible for conducting training.

Human Resources Development Framework

Fujitsu and its domestic Group companies have abolished the uniform mandatory training that was previously provided for each job level. Instead, we offer employees the opportunity to select the training that best suits their characteristics and the job they are aiming for, in order to assist each diverse employee with their education and personal growth in accordance with their own

career aspirations and strengths. 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.



Career Design Support

Fujitsu fosters a culture that systematically supports the autonomous career development of each employee. We are enhancing the Career Ownership Program for each generation, as an opportunity for employees to periodically look back and reevaluate the career they are pursuing. We have also greatly expanded our internal posting system, and by making open positions available to the entire Group, all Fujitsu Group employees are able to apply for and attempt to take on those 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.

Fostering an Organizational Culture of Learning and Mutual Improvement

On our learning platform, which is available to employees of Fujitsu and domestic group companies, we offer a wide variety of internal and external information and seminars, and provide learning support for each of our diverse employees. We also offer online sessions about organizational management and human resources management knowledge to ensure psychological safety and increase engagement as an organization, and to systematically build situations where employees can face their work and personal growth with a positive attitude. In addition, we provide chances for employees to learn from highly specialized employees on a global scale, and the opportunities for employees to learn from one another and mutually improve across organizations and countries are expanding.

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 in Japan and overseas 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. Specifically, we defined the elements (DX literacy) which are necessary for DX personnel as "having a design mindset," "having an agile mind," and "being data-driven." We created a program for all employees to acquire these practical attitudes, which is being taken by employees from the management level. The executives who have gone through the program themselves will deploy the program in their own divisions, and we are moving forward with transforming the entire company into one that behaves as a DX company.



Developing Professional Human Resources

Based on globally shared standards, Fujitsu recognizes highly skilled engineers who have made major business contributions and are playing active roles as faces of Fujitsu, and awards them the title of "Fujitsu Distinguished Engineer." Through collaborations which go beyond the national and organizational frameworks of their fellow engineers, Fujitsu Distinguished Engineers engage in mutual improvement and problem-solving for difficult technical challenges, contribute to Fujitsu's business strategy and the creation of customer value, and disseminate their outstanding engineering abilities internally and externally. By doing this, we are improving Fujitsu's presence, increasing engagement and retention of our engineers, and attracting the best technical talent from the market.

FY 2020 Performance

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

Total Average (FY2019 *1)	
Average Annual Hours Spent Learning	47.6 hours
Annual Cost of Learning	114,800 yen

*1 Results for FY2020 are scheduled to be compiled in October 2021.