



Global Responsible Business

— Well-being —

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



Well-being

Well-being

WHAT FUJITSU ASPIRES TO BE

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

GOALS FOR FY2025

Each employee takes concrete actions toward the realization of their own well-being

- Well-being
 - Sending well-being messages to global for promotion understanding of well-being
 - Development of well-being indicators
- Occupational Health & Safety
 - Zero occurrences of serious accidents

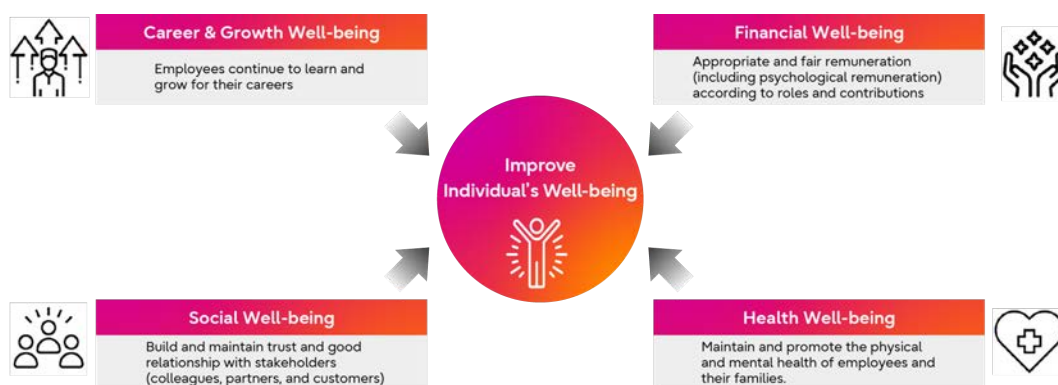
Fujitsu Group believes our employees' Well-being is

The Fujitsu Group believes “well-being” which focuses on people, the source of our business activities, is one of the most important management issues. Furthermore, since in 2023, we have established “Improving people's well-being” as a materiality in our Medium-Term Management Plan. We believe that addressing the well-being of our employees and contributing to the well-being of society will lead to Fujitsu's Purpose, to “Make the world more sustainable by building trust in society through innovation.”

We believe our employees' well-being is “A state in which each of us acts on our authentic values, and progresses for a brighter future through work and life.”

We believe that it is important for our employees to be able to feel “well-being” from an individual perspective in order to achieve well-being that shows more sustainable happiness, rather than momentary happiness.

The Fujitsu Group has broken down its concept of well-being into four categories. Although each individual will prioritize a different category for their own well-being because of each individuals' circumstances, we believe that we can approach the state of well-being through work when these factors are met.

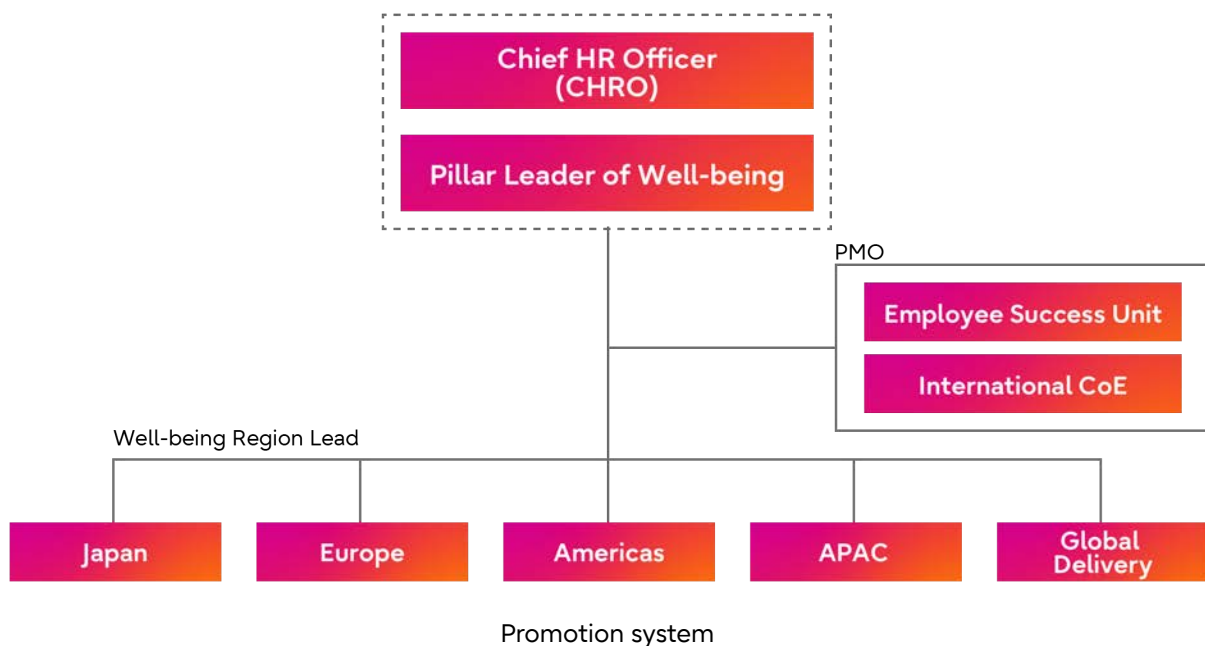


Four Key Elements of Well-being in the Fujitsu Group

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

Promotion system

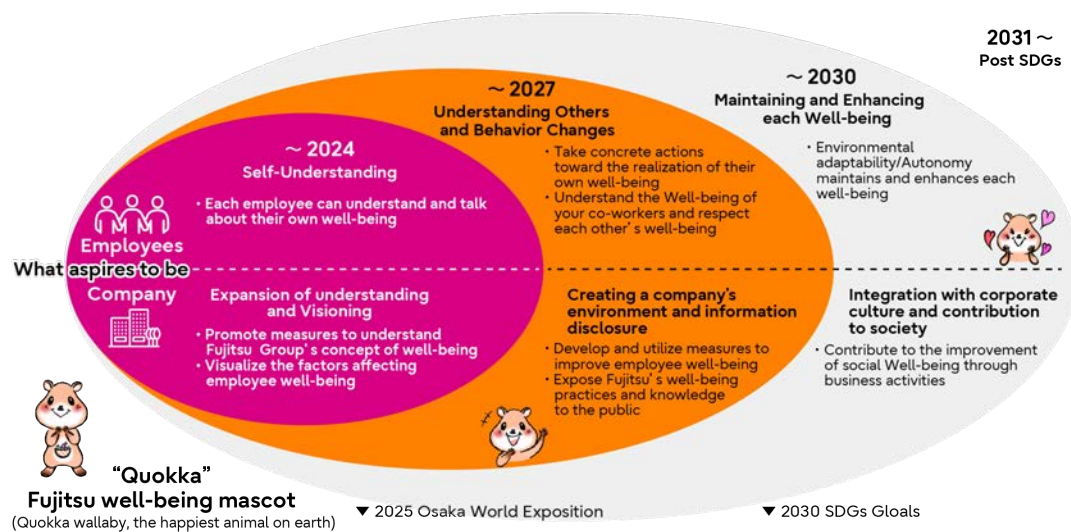
Well-being activities are reviewed by the Sustainability Management Committee, which meets semiannually to confirm the progress of activities and achievement of targets, and to discuss new activities. The results are reported to the Management Committee. The Chief HR Officer (CHRO) and the Well-being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



Goals and Results

Well-being Story by 2030 (Goals)

The Fujitsu Group has created a Well-being story in three steps to realize the plan for its vision for 2030; namely integration with corporate culture and contribution to society. Our vision for 2030 is a state where the well-being of Fujitsu (both employees and organization) is connected to the well-being of society, in which Fujitsu's Purpose is realized. Currently, the goal for the first stage is for each employee to be able to understand and talk about their own well-being by 2024. To this end, we are promoting the development of "Promote understanding of well-being" and "Data-driven visualization and analysis" toward achieving this goal.



Well-being Story by 2030

Major Initiatives in FY2023 (Results)

<1> Promote understanding of well-being

- Well-being session (September 2023)

The Fujitsu Group held a session with CEO Tokita, CHRO Hiramatsu and five employees representing diverse backgrounds to discuss well-being from each of their personal experiences and deepen their understanding of the subject. (Live participants: 30, online participants: around 680, archive downloads: 6000)



Let's talk about Well-being with Tokita-san!

- Future Generations Relations (December 2023)

Since March 2021, Fujitsu has been a part of the Well-being Initiative, a corporate consortium that promotes social well-being. In 2023, Future Generations Relations, which encourages dialogue with future generations, was planned as a cross-functional activity involving participating businesses. We announced our intent to conduct education support programs to foster knowledge, thinking ability, and creativity in children, who are the pillars of our future, under the theme of "Creating Happiness Through Technology," with the goal of realizing a sustainable world.



Fujitsu's initiatives and theme icon for Future Generations Relations activities

- *1 Well-being Initiative

An initiative launched in 2021 by The Nikkei Inc. in collaboration with Well-being for Planet Earth, a public interest incorporated foundation, voluntary businesses, experts, and organizations. The Fujitsu Group has been a part of the initiative since its inception.

- Global message on the International Day of Happiness (March 2024)

Mrs. Otsuka, EVP, Vice Head of the Global Solutions Business Group, delivered a message sharing her thoughts on businesses for "people's well-being" and what she finds important when thinking about well-being. In addition, we created an in-house well-being mascot called Quokka. (For approximately 120,000 people, including globally)



Thinking about one's own well-being on occasion of International Day of Happiness 2024



Quokka, our in-house well-being mascot

<2> Data-driven visualization and analysis.

We conducted a well-being survey of the Fujitsu Group employees in Japan between November and December 2023 with the purpose of visualizing the factors influencing well-being and formulating and deploying the results of data analysis into actual HR policies.

Outline of the Well-being Survey

Purpose	<ul style="list-style-type: none"> Visualize the factors of well-being for employees to better understand and feel well-being Utilize data analysis results to plan and implement HR policies
Targets	<ul style="list-style-type: none"> Employees of Fujitsu and its Group companies in Japan (respondents: 63,632)
Period	<ul style="list-style-type: none"> November and December 2023

The analysis results of the survey data revealed that there is a strong correlation between well-being and engagement, that the factors influencing well-being differ depending on gender and job responsibilities, and that there is a correlation between working hours and well-being. Going forward, we will continue to analyze the data to support the autonomous career and life development of each and every employee, aiming for the well-being of everyone involved with the Fujitsu Group.

Activities in each category

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

Career & Growth Well-being

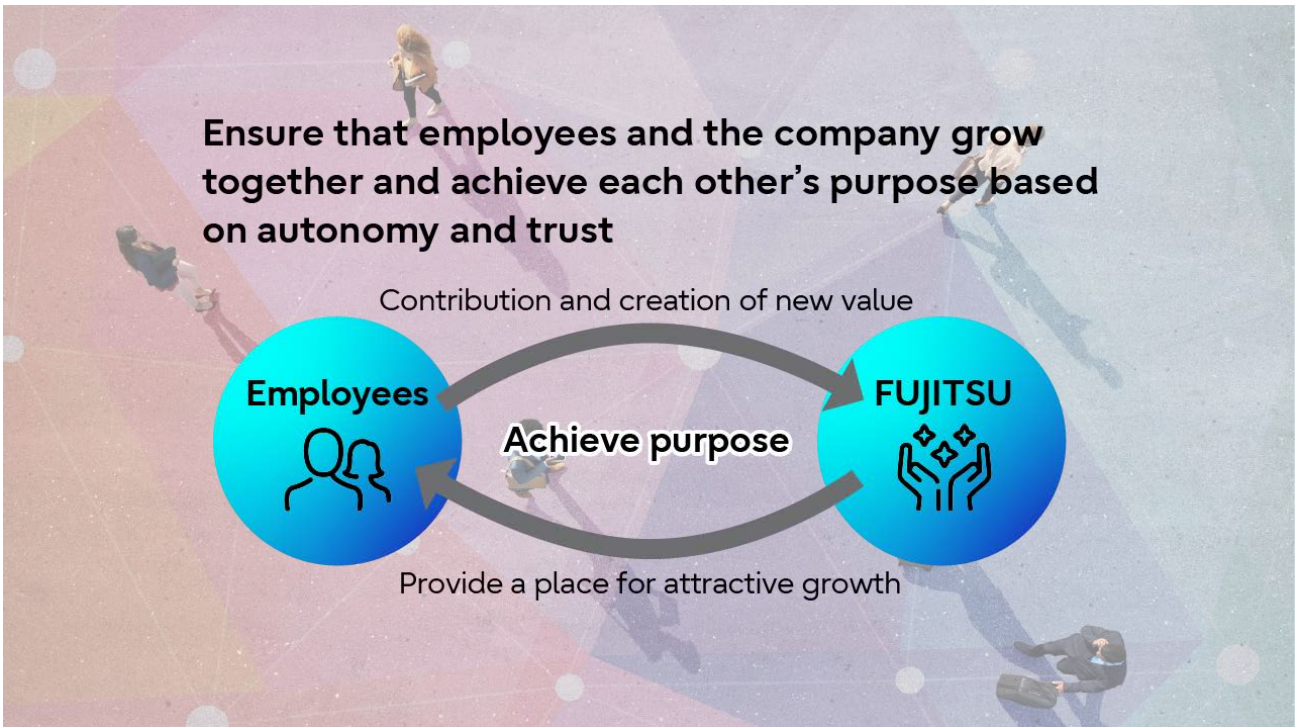
Policy

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

To Achieve Career Ownership

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

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



Relationship Between Employees and the Company



Framework for Supporting the Career Realization of Each and Every Employee

FUJITSU Career Ownership Program (FCOP)

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

As one example of FCOP in action, about 25% of our employees in Japan participate in the Career Cafe, a place for peers of the same generation to share ideas and receive new career inspiration. We also introduced a Career Ownership Assessment in FY2022 to determine the current level of an employee's career ownership. One out of every five employees now utilizes this assessment.

From April 2023, we also introduced LinkedIn Learning ^(*) as a global learning platform. More than 80% of employees use this platform, which has fostered a culture of self-directed learning.

Additionally, some one in 10 employees in Japan have been transferred through our in-house posting system as part of their own efforts in working toward desired positions. The introduction of in-house internships and internal side jobs also provides support for employees taking on new challenges, providing opportunities to gain various experiences that extend beyond our organization.

Over 1,000 employees annually use our counselling system with in-house career counsellors. To further encourage career dialogue, we also provide mentoring opportunities with senior employees from other departments and have expanded training programs for supervisors to facilitate their skills for one-on-one career dialogues with employees.

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

(*) LinkedIn is a trademark or registered trademark of LinkedIn Corporation.

Initiatives Supporting Fujitsu Uvance

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

Expansion of Uvance Wayfinders

Based on Fujitsu's medium-term management plan, we are expanding our consulting services to help solve client issues. Most recently, we have set a goal of expanding our consulting capability to 10,000 persons by FY2025 through reskilling and other means. To achieve this, our consulting training program fosters the skills and mindset to develop the necessary common foundation, which is done through a dual approach of learning and practical experience. These efforts will provide customers with the values of Uvance and modernization while strengthening the Fujitsu consulting services that will guide them.

Fujitsu Innovation Circuit

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

The Academy and Challenge programs, begun in November 2021, are designed to foster intrapreneurs through the learning and practice of entrepreneurship. These programs are under the full supervision of Yasuhiro Yamakawa, Associate Professor of Entrepreneurship at Babson College in the United States. Through five terms of the Academy program, 967 participants have learned an entrepreneurial mindset, while the Challenge program has generated 35 ideas through three terms. In July 2022, Fujitsu Launchpad was established to incubate the business ideas coming out of the Challenge program, further enhancing our system for new business creation, and four projects are moving toward commercialization as of the start of FY2024.

Global FDE

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

We have established the seven certification areas of networks, cybersecurity, AI, data, computing, hybrid IT and project management, which are the future key technology areas of our new business. As of FY2023, a total of 33 Global FDEs were certified.

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

Reskilling

Fujitsu has implemented reskilling programs for targeted roles in order to ensure the necessary personnel to expand our Business Application business, one of the core technology platforms that support cross-industry efforts to realize Fujitsu Uvance.

In particular, we have augmented our domestic resources in Japan for SAP, ServiceNow, and Salesforce by reskilling target personnel over a period of about six months through education and on-the-job training. To date, several hundred people have participated, contributing to the deployment of immediate assets in worksite divisions. In fiscal 2023, the program was conducted 4 times with a total of 132 employees.

Promotion Structure

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

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

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

Key Initiatives in Regions Outside Japan

Mindfulness Lab / Mindfulness Work in the Americas Region

The Americas region offers two programs, Mindfulness Lab and Mindfulness Work. Each program consists of bi-weekly 30-minute sessions of exercises that help participants stay calm, concentrate, and connect with others, leading to improved work performance. Also offered in collaboration with the Europe region, these programs are now being provided in each time zone, not just in the Americas time zone.

Mindfulness Lab Series

Every other week on Tuesdays at 12 p.m. CDT

Curious about how mindfulness can help you navigate life – both at work and at home – with calm, focus and connection? Join **Michele Studer**, Mastermind Mindfulness Facilitator and Americas Responsible Business Wellbeing Lead, for the Mindfulness Lab, a bi-weekly mindfulness session. In these sessions, Michele explores the various facets of mindfulness and its practice. The general structure includes a mindfulness topic, a related practice and time for discussion. Add the series to your calendar and join when you can.



**ADD TO
CALENDAR**

Career Hub in the Europe Region

In the UK, we promote career development for our employees by posting a variety of programs on CareerHub, a career mobility tool used by 1,176 employees. We offer programs such as the Ready to Lead program for managers (attended by 80 employees), Udemy (attended by approximately 700 employees), customer relations training, and free Amazon Web Services (AWS) training. Many employees take advantage of these programs.



GRiP Workplace Well-being Workshop in the Global Delivery Center (GDC)

The Global Delivery Center (GDC) offers the GRiP Workplace Well-being Workshop for Managers. In these workshops, more than 100 managers learn about managing teams in high-stress situations, with a focus on maintaining a psychologically safe work environment, practicing effective communication that promotes workplace well-being and assisting managers to themselves become resilient role models. This workshop aims to build a foundation of trust and open communication between managers and their team members.

GRiP Wellbeing Workshop for Managers

In this high pressured and challenging world, it can be difficult for managers to know how best to support their people. This two-phase training is designed to give managers the tools to instill a sense of trust to create a psychologically safe work environment, practising effective communication within team(s) and be a compassionate and resilient role model towards promoting wellbeing.

Session	Date & Time (GMT+1)	Register
1	September 7 - 14:00	Click here to register
2	September 21 - 11:00	Click here to register
3	November 14 - 9:00	Click here to register
4	November 28 - 11:30	Click here to register
5	January 16 - 14:00	Click here to register
6	January 30 - 11:00	Click here to register
7	March 13 - 9:00	Click here to register
8	March 27 - 11:30	Click here to register

Terms & Conditions

- All managers need to select only one cohort based on their suitability. Both modules need to be registered for within the same month.
- Each cohort includes two modules of 2 hours each.
- Cohort schedules accommodate multiple time-zones.
- Trainers are from Wellify Global, a renowned UK based Workplace Wellbeing solution provider.
- We can accommodate only 25 managers in each cohort; so first 100 registrations will be given the opportunity to be part of this workshop.

SDG 3: Good Health and Well-being | SDG 8: Decent Work and Economic Growth

FY2023 Performance

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

	Total Average
Average Annual Hours Spent Learning	37.4 hours
Annual Cost of Learning	84,000 yen

Financial Well-being

Performance Evaluation and Compensation

Personnel Handling based on Position-based HR Management

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

To foster "career ownership," where employees take on challenges and grow with their own motivation, and to achieve an organizational design and personnel

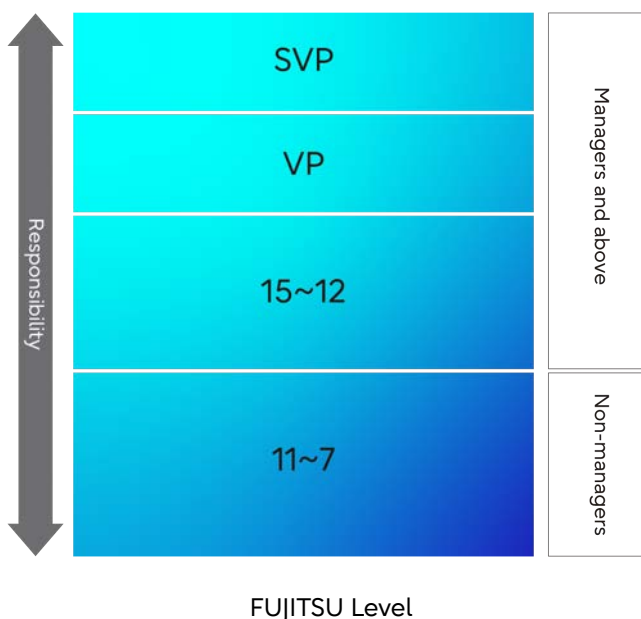
placement system that aligns the right talent with the right positions based on our

vision and strategy, the Fujitsu Group promotes Position-based HR Management as a global human resource platform. This initiative supports the growth and actions of each employee.

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

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

For executive positions of FUJITSU Level VP and above, we are implementing an STI(*1)/LTI(*2) scheme that is more closely aligned with performance outcomes. This scheme will also apply to executives both in Japan and overseas.

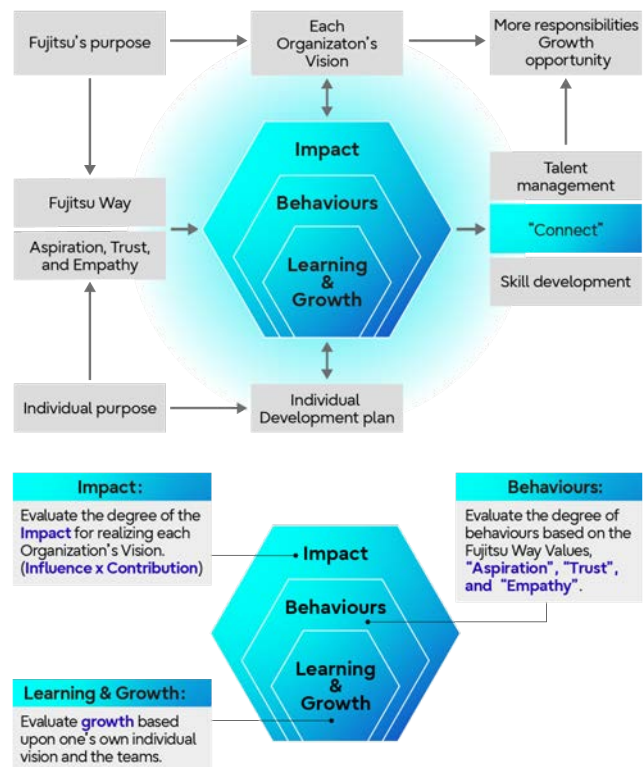


Remuneration levels are set with the goal of attracting and retaining a diverse and talented workforce. These levels will be reviewed as needed to ensure competitiveness against global corporate benchmarks. For example, in April 2023, we increased the average monthly salary by approximately 10%. Future remuneration levels will be adjusted appropriately based on market fluctuations.

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

Evaluation System for Driving Employees' Independent Aspirations and Growth

Fujitsu's "Connect" global common evaluation system aims to align Fujitsu's purpose with the individual aspirations of each employee. This alignment fosters individual growth and maximizes the impact on the organization, customers and society. Connect features three key elements. The second element, in particular, involves regular one-on-one meetings between team members and managers. These meetings focus on providing feedback on individual performance reviews and future growth. Currently, these one-on-one meetings are held at least once a month for approximately 70% of our employees.



(1) Formulating focus area

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

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

Each individual's focus are is formulated as a challenging goal, mutually agreed upon in the initial one-on-one meeting between a team member and a manager..

(2) Frequent one-on-one meetings

At least once per month, meetings are held between team members and managers to review recent performance and discuss future growth and career development.

Performance reviews extend beyond mere results management, providing employees with feedback on whether they are acting in accordance with their individual role based on the Fujitsu Group's Code of Conduct, the Fujitsu Way.

Fujitsu highly values the realization of "Aspiration", "Trust" and "Empathy" as the key values of the Fujitsu Way, which underpins Fujitsu's medium- and long-term value structure. Accordingly, within the "Connect" system, employees are assessed on their "Impact", "Behaviors" and "Learning & Growth" relative to achieving each organization's vision and Fujitsu's purpose. (See figure at right.) Additionally, to ensure comprehensive consideration during evaluations, "people discussions" are conducted within each organizational unit to discuss measures aimed at the future growth of each employee and to validate the evaluations.

(3) Using evaluations for remuneration, assignments and upskilling support

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

Employee Benefits Program

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

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

(*3) Cafeteria plan:

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

Key Initiatives in Regions Outside Japan

Financial Wellness Interactive Brochure in the Americas Region

We have created an interactive brochure on Financial Wellness for our employees in the Americas Region. This brochure provides helpful tips to enhance personal financial well-being, covering topics such as:

- Securing financial assets in a management account
- Taking stock of assets and liabilities
- Developing a long-term retirement savings plan
- Preparing for large and unexpected expenses
- Annual review of progress



Financial Coaching in the Europe Region

Lifesight, our primary UK Pension plan, has recently partnered with Octopus Money to offer one-on-one financial coaching to members. This service provides one free session with a financial coach, giving individuals the opportunity to:

- Ask any money-related questions
- Discuss financial goals for the future
- Build a step-by-step plan



Discount Service for Sporting Facilities in Europe

From February 2024, our new partnership with Urban Sports Club offers all employees in the Germany-Austria-Switzerland region discounted access to over 50 types of sporting activities at approximately 7,000 sports clubs. This service reduces the financial strain on employees by providing them with free or heavily discounted access to facilities such as yoga studios, bouldering gyms, fitness clubs and swimming pools.



Social Well-being

Work Environment

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

Fujitsu is promoting Work Life Shift in these uncertain times to generate higher employee productivity than ever before, while ensuring that creativity and innovation continue to grow.

Work Life Shift is a concept that achieves employee Well-being by focusing not only on 'work', but by completely shifting the 'job' and the 'lifestyle'.

We are implementing various initiatives, both in terms of personnel systems and workplace environment changes, that will allow us to create and deliver value for our customers regardless of location or time and that will enable the ongoing transformation of Fujitsu itself.

The Work Life Shift offering consists of three key categories: Smart Working, Borderless Office, and Culture Change.

Smart Working

Approximately 80,000 employees of Fujitsu Group companies in Japan work principally on a teleworking basis (excluding those in manufacturing facilities and those assigned to customer sites). Our employees enjoy an optimal work style that allows them to choose flexible working hours and a work location that suit the characteristics and objectives of their work tasks as well as their lifestyle.

Borderless Office

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

Culture Change

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

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

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

1. **Practical Hybrid Work and the Evolution to "Experience Place"**

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

2. **Evolution of Work Styles for a DX Corporation**

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

3. **Enabling Work-Life Synergies**

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

Fujitsu Telework System

In April 2017, Fujitsu formally introduced a telework system that allows for flexible ways of working that are not tied to a specific location. This system is available to all 35,000 Fujitsu parent company employees in Japan and includes working from home or a satellite office as well as working during business trips.

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

Goals of the System

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

Initiatives Aimed at Reducing Long Working Hours

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

Examples of specific initiatives aimed at reducing long working hours:

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

- Improving management (management education on working hours)

Support for a Healthy Work-Life Balance

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

1. Childcare

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

2. Nursing care

- Leave for nursing care and preparing for nursing care (up to 1 year in total per family)
- Family care leave (up to 20 days (4 weeks) available)
- Care giving reduced working hours system (until the issue requiring care is resolved)

- Remote work (family care giving/nursing)
- Release of a care giving handbook
- Establishment of a contact point for advice

VOICE Program

The Fujitsu Group launched the VOICE Program in October 2020, as a project to "not only listen indirectly to customers' 'voices', but also listen more directly and more often" as well as to "directly link the opinions of the Fujitsu Group's 130,000 employees to management". The concept of VOICE is symbolized by the slogan "change one's voice into a force and create a wind of change". This is an activity that aims to heighten corporate competitiveness by collecting the 'voices' of customers and employees and – by using them to speed up decision-making in business activities – thereby change behavior, raise awareness, and generate encounters.

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

Measures to Enhance Communication

Labor Relations

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

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

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

In-house Social Media Network

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

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

Initiative to Boost Psychological Safety

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

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

Designing Psychological Safety at Fujitsu

Fujitsu Design Initiative for Psychological Safety

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

Activity Theme

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

Activity Categories

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

Overview of the Fujitsu Design Initiative for Psychological Safety

Global surveys are conducted twice a year to monitor employee engagement so that we are kept in touch with our organizational culture and are quickly made aware of changes in employees' work styles, opinions and attitudes. That way, we can apply the survey outcomes to our management practices in a timely way. The scores for psychological safety in these surveys improved by 6 points in Japan and by 5 points internationally between June 2021 and November 2023.



Trends in the psychological safety scores at Fujitsu

1. Promoting the project through design concepts

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

2. Regular online events

In the roughly 3 years since 2021, we have held 7 online psychological safety events, with more than 2,700 employees taking part. Senior executives and Directors have taken to the stage at these events with the aim of inspiring confidence that we take psychological safety seriously at the highest levels and are actively engaged. Through these events, we have received feedback on psychological safety from more than 600 participants, and we are using this information for qualitative analysis.

3. Formulation of a unique model for improving psychological safety

Based on a range of survey data, including engagement surveys, and other employee feedback, Fujitsu has formulated its own original psychological safety improvement model and activity guidelines.

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

To promote better understanding and behavioral change among employees around psychological safety, we released a "Playbook" within the company to provide a basic understanding and improvement models. The Playbook has now been viewed over 7,000 times in all. In May 2024, we updated the content of the Playbook released internally with the aim of providing practical tips for everyone who works in corporate bodies that are engaged in human capital management and cultural innovation.



Fujitsu Psychological Safety Playbook

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

5. Development and delivery of Psychological Safety Improvement Programs

Psychological Safety Improvement Programs have been developed for each part of the organization and have been delivered to 2,230 people so far. In organizations where these programs have been delivered, psychological safety scores on engagement surveys have improved and substantial changes in behavior are being seen that will lead to greater psychological safety.

Activities in the Psychological Safety Design Project



Activities in the Psychological Safety Design Project

Key Initiatives in Regions Outside Japan

WeCare Program in the Asia Pacific Region

In the Asia Pacific region, we are rolling out our WeCare mental healthcare program for all our employees. The WeCare app provides help sheets, guidebooks, posters and a mood meter to ensure that everyone at Fujitsu has the tools they need to spot the signs that someone around them needs support, and tells them what action to take.



Beach Cleanup in East Asia

To celebrate the 28th anniversary of Fujitsu Taiwan's founding and to promote a sustainable business philosophy, a beach cleanup activity was held in Taiwan on November 3, 2023. Around 40 employees took part, collecting 50 kilograms of trash in two hours.



World Kindness Week in the Global Delivery Center (GDC)

We held 4 sessions at the Global Delivery Center (GDC) to coincide with World Kindness Week. More than 700 employees took part in sessions on themes such as: Journey of being Kind during Life Challenges, Using Kindness to Achieve Personal Success and Happiness, Coping with Compassion Stress; and Gratitude: A Skill for Happier Living. Participants shared what they can do individually to create a better workplace in the session.



FY2023 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 (Fujitsu Limited)

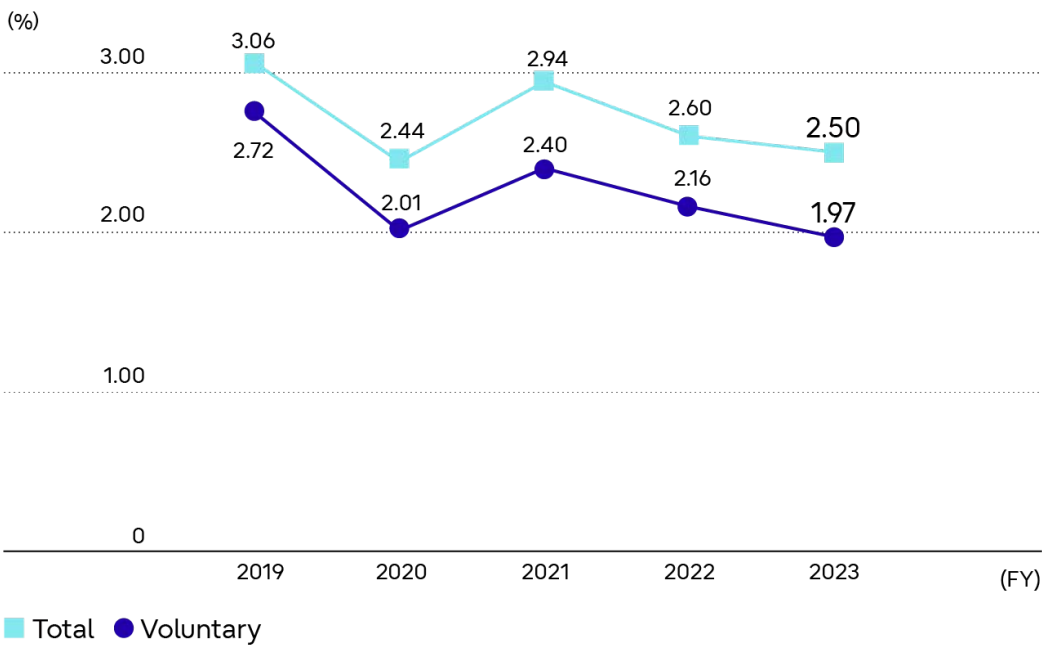
Telework Rate

The telework rate is around 75%.

Unionization Rate

The unionization rate is 74.4% (Fujitsu Limited) *Calculation basis includes managers and non-regular employees who are not union members.

Turnover Rate



Turnover Rate (Fujitsu)

Health Well-being

Our Health Management Policy

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

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

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



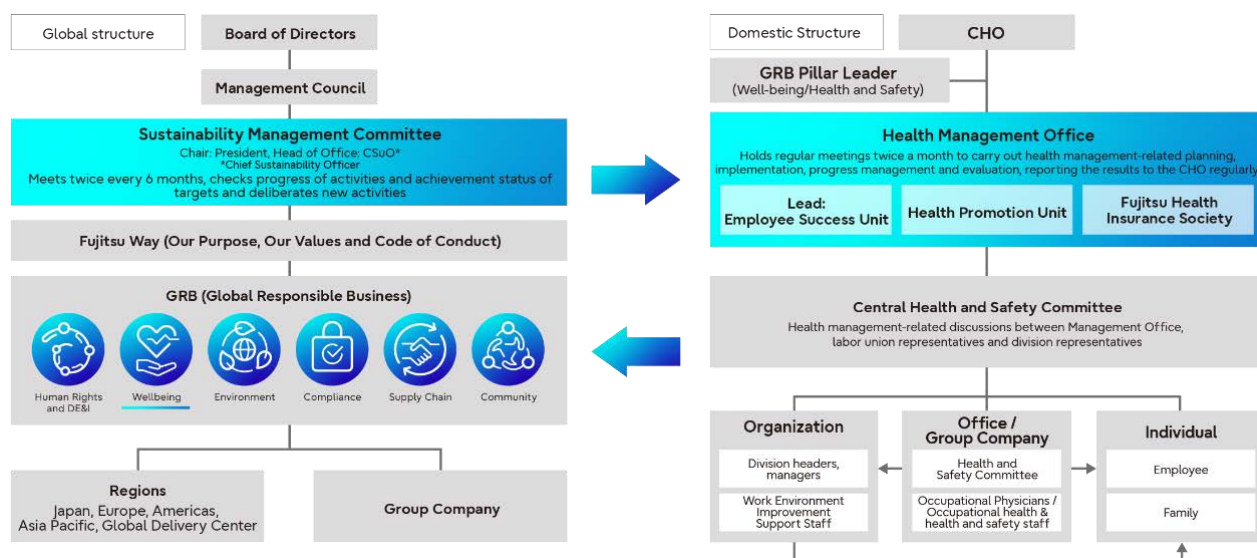
Positioning of Health Management

Domestic Structure for Promoting Health Management and Conducting Reviews

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

In Japan, health management is led by the Chief Health Officer (CHO). The CHO heads the Health Management Office, which consists of the Employee Success Unit, the Health Promotion Unit and the Fujitsu Health Insurance Society. The Health Management Office holds regular meetings twice a month to analyze health-related data and issues, set targets and indicators, draw up plans, carry out measures and manage, evaluate and improve progress. The results are regularly reported to the CHO. The Health Management Office plays a central role in the implementation of measures, working together with the Health and Safety Committees in offices and Group companies, occupational health physicians and industrial health and safety staff to urge organizations (division heads, managers, Work Environment Improvement Support Staff) and individuals (employees and their families) to action.

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

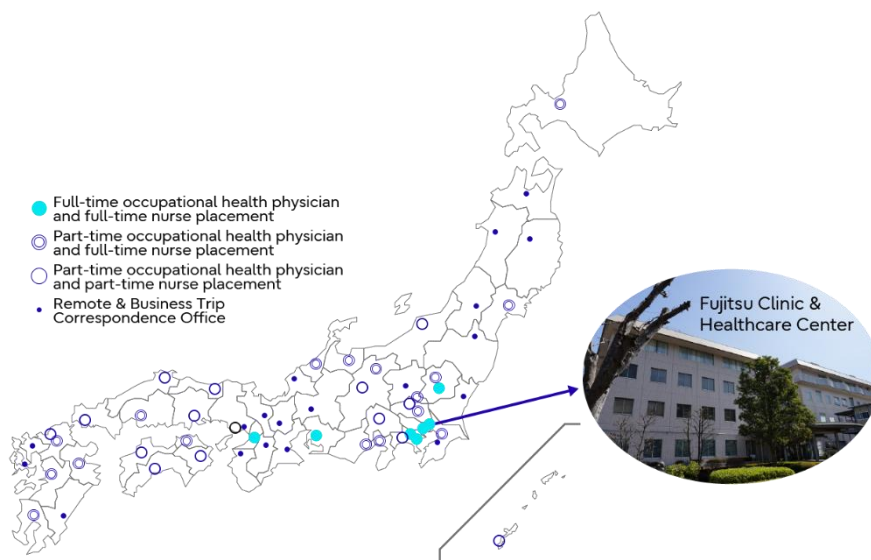


Health Well-being Promotion System

Facilities Information

Allocation of occupational health staff in Japan

	Health Promotion Unit		
	Full-time	Part-time	Total
Occupational health physician	16	83	99
Clinician, etc.	0	43	43
Public health nurse	89	21	110
Nurse	16	13	29
Psychologist	7	0	7
Other healthcare professionals	0	0	0
Administrative staff	33	5	38
Total	161	165	326



Targets and Results

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

To that end, we have established our goal for FY2023, which is being implemented in all regions and Group companies.

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

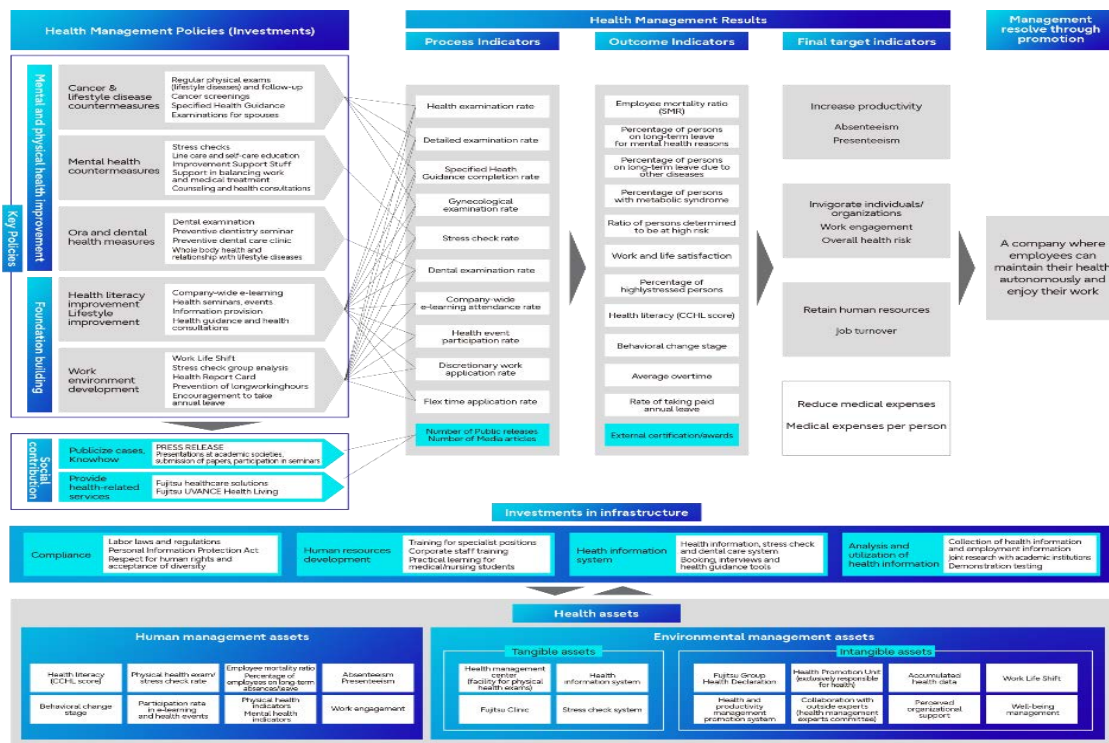
1. Cancer & lifestyle disease countermeasures
2. Mental health countermeasures
3. Oral and dental health measures
4. Health literacy and health awareness improvement, lifestyle improvement, and
5. Work environment development, while performing the PDCA cycle.

Final target indicator		FY2021	FY2022	FY2023
Improve productivity	Improve absenteeism (*1)	1.32%	1.24%	1.32%
	Improve presenteeism (*2)	1.27%	1.34%	1.48%
Invigorate individuals & organizations	Improve work engagement (*3)	2.41	2.47	2.49
	Improve overall health risks	99	96	94
Enhance human resource retention	Improve job turnover	2.94%	2.60%	2.50%
(Reference indicators)	Medical expenses per person	317,483 yen	339,472 yen	358,870 yen

*1 Absenteeism: (number of days of absence or days of taken due to illness or external injury /total number of prescribed working days for full-time workers) × 100

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

*3 Work engagement: the average score of answers to "I feel energized when I work" and "I feel proud of my work" in the New Work Stress Simple Survey.



Health Management Strategy Map

Health Management Results_Process Indicators

Priority Measures	Indicators	FY2021 Results	FY2022 Results	FY2023 Results	FY2029 Targets
Cancer & lifestyle disease countermeasures	Regular (lifestyle disease) health examination rate	100%	100%	100%	100%
	Detailed examination rate after regular health examination	88.8%	89.6%	92.8%	90%
	Specified Health Guidance completion rate (*4)(*5)	32.8%	33.5%	—	60%
	Cancer screening (breast cancer, cervical cancer) rate (*4)	59.0%	63.6%	61.4%	72%
Mental health countermeasures	Stress check rate	85.7%	92.8%	95.5%	100%
Oral and dental health measures	Dental examination rate (*4)	37.4%	39.9%	36.3%	50%

Priority Measures	Indicators	FY2021 Results	FY2022 Results	FY2023 Results	FY2029 Targets
Health literacy Health awareness improvement	Company-wide e- learning attendance rate	(<u>*10</u>)	92.9%	92.3%	100%
	Health event (walking event) participation rate (<u>*4</u>)	30.4%	33.5%	36.7%	48%
Work environment development	Discretionary work application rate	16.0%	17.0%	18.0%	—
	Flex time application rate	79.0%	78.0%	77.0%	—

Health Management Results_Outcome Indicators

Indicators		FY2021 Results	FY2022 Results	FY2023 Results	FY2029 Targets
Status of employee mortality	Employee mortality ratio (for a population of 100,000)	98.5 persons	50.7 persons	79.5 persons	—
	Standardized mortality ratio (SMR) (<u>*6</u>)	55.3	28.4	42.6	—
Lost working days due to illness	Percentage of absentees/persons on leave for mental health reasons (<u>*7</u>)	2.09%	2.22%	2.12%	1.7%
	Percentage of absentees/persons on leave for other illnesses (<u>*8</u>)	0.35%	0.23%	0.41%	0.3%
Health examination results	Percentage of overweight persons (<u>*4</u>)	19.9%	22.9%	—	15.5%
	Percentage of high-risk persons (<u>*4</u>)(<u>*9</u>)	1.5%	1.5%	1.3%	0.8%
Stress check results	Work and lifestyle satisfaction	22.7%	24.1%	24.9%	30.0%
	Percentage of highly- stressed persons	9.9%	10.0%	10.9%	8.0%
Lifestyle and health behavior status	Smoking rate	16.5%	16.3%	14.9%	13.0%
	Behavioral change stage (health behavior implementation rate)	43.8%	45.4%	47.4%	75.0%

Indicators		FY2021 Results	FY2022 Results	FY2023 Results	FY2029 Targets
Status of working hours	Average overtime	22.0 hours	21.0 hours	20.2 hours	—
	Rate of taking paid annual leave	69.4%	74.8%	68.2%	—


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

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

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

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

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

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

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

● Other Health examination result | Lifestyle habits

Health Management Investment

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

Cost category

Expense item		Amount (million yen)
A	Outsourcing cost	446
B	Personnel cost	994
C	Equipment-related cost	82
D	Indirect cost	62
	Total	1,584

Expenses of main measures

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

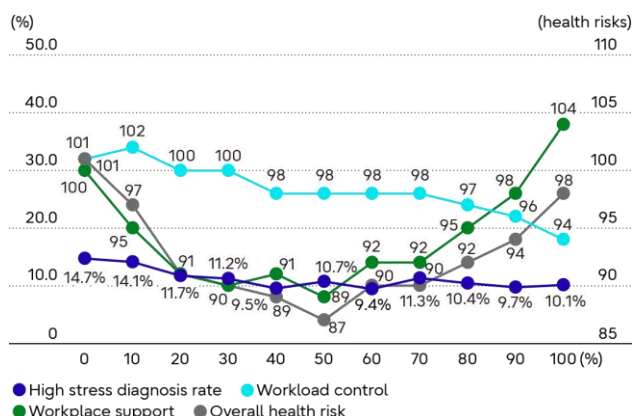
Indicator verification examples

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

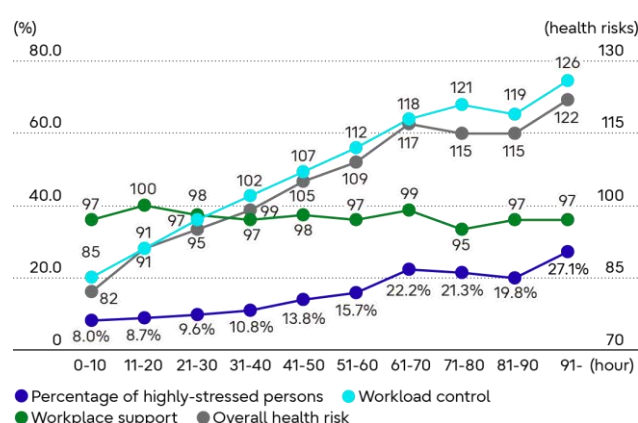
According to stress checks, the overall health risk was 96 in FY2022 and 94 in FY2023, showing a trend toward improvement.

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

An analysis of long overtime hours, highly-stressed persons and health risks shows that workload control risks and overall health risks increase with longer overtime hours. (Graph 2) The results of this analysis show that stress and health risks can be reduced by creating a hybrid work system by combining the flexible use of time and locations based on work contents and purpose and lifestyles that teleworking offers with the effective use of real-life communication at the office, and by coupling the hybrid work system with a reduction in overtime hours through the proactive application of flexible work structures such as flextime and discretionary systems. Thus we will further promote Work Life Shift as a new working style that allows employees to display even higher productivity and continue to innovate.



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



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

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

Key Initiatives in Regions Outside Japan

Nutrition Challenge in Europe Region

We conduct Nutrition Challenge to promote health in the Germany, Austria and Swiss region. We encourage a healthy diet among employees by providing videos on cooking with celebrity chef Steffen Henssler, shopping list of food ingredients



and their nutrition values, and information on sustainability activities that are fun to incorporate.

Employee Assistance Program in the Asia Pacific Region

Fujitsu partners with Assure Programs in providing the Employee Assistance Program for employees to access support and coaching from experienced psychologists on any issues related to health, family and life free of charge in Australia and New Zealand. The program has now been extended to cover all countries across the Asia Pacific region, including Hong Kong, India, Indonesia, Malaysia, Philippines, Singapore, Thailand,



and Vietnam. Employees in the region now also have access to a range of free well-being coaching sessions.

Major Domestic Initiatives


Countermeasures for Lifestyle-Related Diseases

Fujitsu and its domestic Group companies provide support for independent health management by carrying out health checkup in accordance with legally mandated health examination items, with additional items by age group, as well as offering checkup results via online systems and providing information such as health risks and changes over time. In addition, with regard to employees who have



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

abnormal findings after receiving checkups, we aim to improve their lifestyle habits, and provide thorough medical checkups and consultations, through health guidance and medical examination recommendations supplied by occupational health physicians and occupational health staff. For employees who have been diagnosed as needing treatment due to their test results, the Fujitsu Health Insurance Society monitors their medical prescriptions for three months to prevent their post-diagnosis condition from worsening, and recommends checkups for employees who have not undergone treatment, which leads to appropriate medical care. In addition, family members of employees (spouses of those enrolled in the Fujitsu Health Insurance Society, and family members 40 years of age and older) are able to undergo the same health checkups as employees (including cancer screenings).

- Project to Prevent Diseases from Becoming Severe 

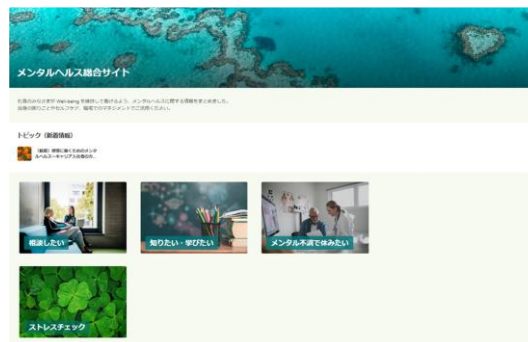
Cancer Countermeasures

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

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

Mental Health Countermeasures

At Fujitsu and its domestic Group companies, through health consultations, employment support and recurrence prevention for those with mental health issues, and mental health education provided by occupational health staff at each office, we support employees and workplaces, which leads to improved mental health. Furthermore, we have full-time psychiatrists and licensed psychologists on staff to offer counseling



Comprehensive mental health website

during working hours, providing a system for receiving professional support within the company. Health consultations and counseling can also be accessed online, creating a structure where they are available from anywhere, including when working from home. The Fujitsu Health Insurance Society also provides health consultations and counseling over the phone and online so that employees and their families can easily consult them. We set up a page on our Intranet with comprehensive information on mental health to promote mental well-being for employees' career longevity, such as a consultation desk, mental health relevant contents, in-house programs for mental health disorders, and information on stress checks.

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

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

- Work life shift

Oral and dental health countermeasures

Oral and dental health plays an important role in maintaining and improving health for the whole body while also greatly affecting QOL (quality of life) across a lifetime. Therefore we have set it as an important health issue and we hold activities such as dental examinations and preventive dentistry seminars to promote oral and dental health. Over the years, the dental department within the Fujitsu Clinic has been supporting the oral and dental health of employees through providing treatment for dental caries, assessing factors and risks for decay and periodontal diseases in providing preventive care. In September 2023, the dental clinic was reorganized as a prevention-focused dental clinic updates to existing equipment and services. Information on oral and dental health is given via oral health education within our clinical practice.

- Dental examinations

We provide tooth checks (caries and fractures), periodontal pocket measurement and brushing guidance for employees aged 25, 30, 35, 40, 45, 50, 55, and 60 to prompt them to take an interest in oral and dental health from an early age and encourage early treatment and prevention.

- Preventive Dentistry Seminars

In cooperation with JOF (*11), we hold a preventive dentistry seminar entitled "Preventive dentistry in the Reiwa era from 2019 onwards," to share knowledge on issues such as the etiology of cavities (caries) and periodontal disease, dental examination methods, self-care methods with the aim of KEEP28 (*12).

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

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

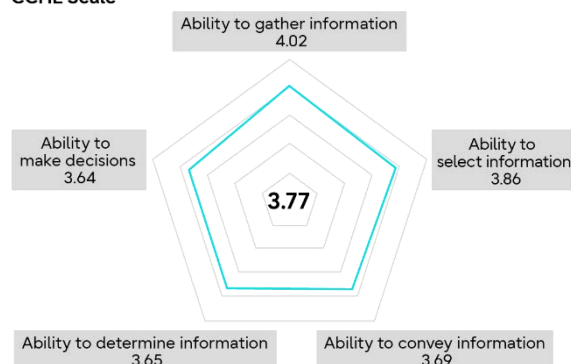
Health literacy and health awareness improvement

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

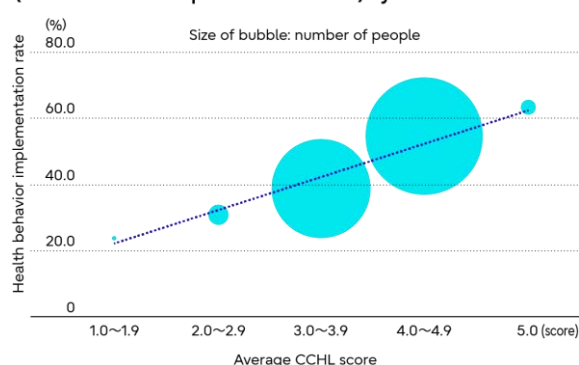
— Assessment of health literacy

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

CCHL Scale



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



Health education

- **Company-wide e-learning:** Once a year all employees at Fujitsu and its Group companies in Japan are given e-learning on important health topics to provide knowledge and increase their health awareness. In FY2023, e-learning was conducted on the topic of achieving health starting with dental and oral health, where 35,501 employees in Japan participated. In the post-learning survey, 93% of participants who responded said that the learning was helpful.
- **Regular employees:** Receive education about self-care when joining the company or changing jobs through e-learning.
- **Managers:** Receive education about their subordinates' mental healthcare when appointed as managers and once every three years as part of their people management education.
- **Company-wide seminars:** Seminars are broadcast to all Group company employees in Japan about topics such as exercise, nutrition, diet, smoking and women's health. In FY2023, an average of 900 employees participated in live seminars, with 99% of participants who responded to the post-seminar survey said that it was helpful.
- **Office seminars:** Seminars are held on themes such as mental health and health promotion, based on the issues faced by each office.

* Refer to [FY2023 Performance: Health Education](#) for more details

Initiatives Post-Health Education

To promote internalizing the contents learned in FY2022 on physical activity and lower body health as seen from lower body pain and encourage employees to incorporate them into their everyday practice, we provide physical health exams and multiple assessments on body composition, locomotive syndrome, and bone density at health seminars under the theme of long-term health management. We hope to provide a variety of programs that will help each employee develop healthy behaviors that suit their individual needs.

Programs such as seminars, body tissue measurement, bone density measurement, and online fitness based on e-learning



— Health events

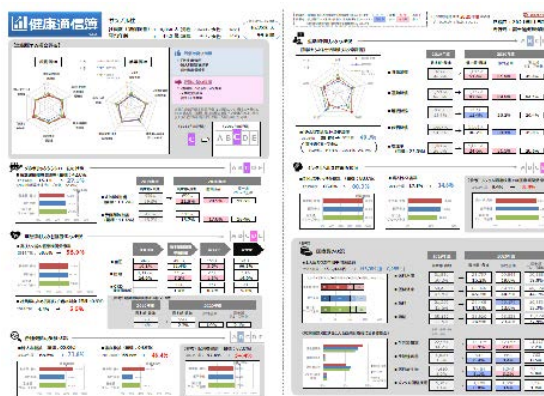
- A company-wide walking event, "Let's Walk Together"
To cultivate a habit of exercising in daily life and increase health awareness, Fujitsu and all Group companies in Japan hold a company-wide walking event called "Let's Walk Together" twice a year in spring and fall. Participants compete on an individual and team basis with the average number of steps walked in a month using a smartphone app. There are individual and team incentives for the employees with the highest average number of steps, teams that achieve 6,000 average steps in a day, teams that achieve 8,000 steps daily and other metrics.
- A nutrition education event, "Let's Learn About Food Together Day"
We have declared the 19th of every month to be Food Education Day. In addition to introducing healthy recipes using seasonal ingredients and information about health effects via email newsletters, we prepare special menu items using those ingredients at the employee cafeterias all over Japan, and work to improve employee awareness of what they eat.
- Reiwa Version of Billy's Bootcamp with Fujitsu Sports
With working from home becoming mainstream under Work Life Shit, Fujitsu and Fujitsu Health Insurance Society together launched a sports event via an online service hosted by RIZAP and athletes of Fujitsu Sports to encourage mental and physical reset, promote an active lifestyle and approach employees without a workout routine, with the goal to promote health maintenance among employees.



* Refer to [FY2023 Performance: Health Events](#) for more details

Work environment development

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



Sample Health Report Card

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

Smoking Prevention Measures

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

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

Health Initiatives for Female Employees

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

- A women's health portal site has been set up on the intranet to disseminate information on different themes about women's health (such as hormones, life planning, menopause, and cancer), seminars held, archives of past seminars and a women's health consultation window.
- We broadcast seminars on women's health to all Group employees online to coincide with Pink Ribbon Day



Women's health portal site

Week in March. By targeting all employees and not just female employees, we help all employees to take an interest in and have correct knowledge about female-specific health issues. This encourages the development of a work environment easy for women to work in and supports the active participation of female employees.


- In coordination with our diversity, equity and inclusion measures, we make time for women-specific health issues at seminars about balancing childcare and work that are held for employees returning from childcare leave and supervisors with employees raising children under them.
- Gynecological examinations (cervical cancer and breast cancer screening) are conducted for all female employees and employees can be examined at no personal cost. They can choose to undergo the examination as a set together with their company's mandatory health examination, or visit a contracted medical institution or visit their regular doctor for an examination.

Support for Balancing Work with Medical Treatment

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

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



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

Note This guidebook is not intended to mandate the uniformity of occupational health activities. Health services provided to employees should be determined based on a holistic judgement including individual factors and the rules of each company. The information appearing in this guidebook is intended only as a point of reference. This guidebook was prepared for use by primary care physicians, occupational health staff, and the employee on leave when determining eligibility for returning to work and offering assistance. The contents of this guidebook are subject to revision or change in case of high quality research outcomes in the future.

The authors have made every effort to confirm the information contained in this guidebook, but offer no warranty regarding its accuracy or authenticity after distribution. Users are responsible for the interpretation and use of the content found in this guidebook. The authors cannot be held liable whatsoever for any damages that arise from the use of this guidebook.

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.

Headache Countermeasures

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



employees with headaches can easily access consultations and receive the support they need.

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

Assessments from Outside the Company

Certified as One of the 2023 White 500 Health and Productivity Management Outstanding Organizations

As a company which considers the health management of employees from a management perspective and tackles strategic initiatives to deal with it, Fujitsu was certified as one of the 2023 White 500 Health and Productivity Management Outstanding Organizations by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, marking its eighth consecutive certification. We regard the health and safety of our employees and their families as one of our key management issues and to that end, we take care to establish robust systems with medical professionals at our offices nationwide, provide health guidance for lifestyle-related diseases, and set up mental health and smoking prevention programs, and these awards are recognition of our results.

Among domestic Fujitsu Group companies, 4 domestic group companies were certified in the White 500 (top 500 enterprises), 7 companies were certified in the large-scale enterprise, and 6 companies were certified in the small to medium-scale enterprise category.

* Company names are as of the time of certification (as of March 11, 2024). *Contains the names of companies enrolled in Society-Management Health Insurance.

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



Received Outstanding Corporation Award for Promoting Cancer Countermeasures in March 2024

Fujitsu received an "outstanding corporation award" for the fourth year in a row from the Cancer Countermeasures Corporate Action Project ([*13](#)), which is conducted by the Ministry of Health, Labour and Welfare.

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

Awarded the Women's Body Conference® Grand Prize at Women's Health Friendly Company 2024

Fujitsu received the Impact Grand Prize in the large enterprise category of Women's Health Friendly Company 2024 at the 10th NIPPON Women's Body Conference® 2024 (held on March 3), which is organized by Think Pearl (Chiyoda-ku, Tokyo: Representative Director: Michiyo Namba), a general incorporated association that promotes women's health education and preventive medicine.

— Awards in 2023 and earlier

Received the National Physical Fitness Council Chair's Award at the 2022 Physical Fitness Excellent Organization Awards organized by the Japan Sports Agency in December 2022 Recognized as a world leader in Migraine Workplace Awareness, Education, and Employee Support Programs in March 2022

March 2021 - Selected as a 2021 Health & Productivity Stock Selection

October 2021 - Nominated for the Grand Prize at the Women's Body Forum Awards 2020 and received Merit Award

March 2020 - Received Cancer Countermeasures Partner Award (Information Provision Category), awarded to companies that promote cancer countermeasures

Health Management Promotion Initiatives and Social Contributions

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

- Sharing cancer e-learning materials with parties outside the company
Through the Cancer Countermeasure Corporate Action project conducted by the Ministry of Health, Labour and Welfare the materials used in the "Cancer Prevention and Support for Balancing Work and Treatment" e-learning seminars held for all Fujitsu and all Group employees in FY2019 are being provided to the project's partner companies and organizations. As of the end of FY2022, 44,100 persons had attended the seminar.
 - Cooperating to measure the effectiveness of cancer screening
Fujitsu is collaborating with specially-appointed Professor Nakagawa of the University of Tokyo Hospital and the National Cancer Center in a demonstration to measure the effectiveness of cancer screening through receptor analysis. This demonstration illustrates a difference of 7.5 million yen in medical expenses over the four-year period between early stage cancer and advanced cancer. In FY2021, a total of 22,000 Fujitsu employees underwent fecal occult blood tests for colon cancer screening, 4% underwent detailed examinations, and 12 were found to have early-stage cancer.
 - The total cost of colon cancer screening and detailed examination was 43 million yen. If the 12 people were to be diagnosed with advanced cancer through a medical examination, the total medical expenses for four years would be about 90 million yen. The early screening has economic merit as it saved 47 million yen in medical expenses. Aside from the cost aspect, the early detection and treatment of cancer through cancer screening also minimizes productivity loss as a result of sick leave.
 - Joint development of a Migraine Improvement program with the Global Patient Advocacy Coalition of the International Headache Society (IHS-GPAC)
- * Refer to [FY2023 Performance: Health Management Promotion and Social Contributions](#) for other public announcements.

Health management-related services

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

FY2023 Performance

Health education

- Table 1. Training and education

Category	Topic	Implementation method	Target	Attendees
Company-wide e-learning	Health improvement from the mouth and teeth	e-learning	All employees in Japan	35,501
Regular employee education	Health education upon joining	e-learning	All new employees in Japan	1,042
Selective education	Self-care training after stress checks	e-learning	All employees in Japan	3,000

- Table 2. Company-wide seminars

Date held	Seminar name	Speaker	LIVE	Archived
October 4, 2023	Preventive Dentistry Seminar: Tooth brushing habits born in Sweden, a developed country in dentistry - effects of fluoride-containing toothpaste that you want to know	Professor Emeritus Downen Birkhed Interpreter Makiko Nishi	1,450	1,500
October 12, 2023	"What you can do from your 20s, what men can do, and what everyone can do to prevent cervical cancer: For yourself, for your family, and for mutual understanding in the workplace" ~	Dr. Yutaka Ueda, Professor, Obstetrics and Gynecology, Osaka University Graduate School of Medicine	634	310
January 29, 2024	Health Insurance Society Seminar RIZAP Online Live Seminar New Year's Weight Loss, Prevention of Low Muscle Tone Food Education Seminar: Prepare the intestinal environment by yourself; the deep relationship between the intestines and food	Dr. Yuji Naito, Professor, Department of Bioimmunonutrition, Graduate School of Medicine, Tokyo Medical University	289	976

Date held	Seminar name	Speaker	LIVE	Archived
March 6, 2024	Let's start by getting to know both men and women! Health issues in life stages and their countermeasures: the importance of self-care and considerations and relationships in the workplace	Dr. Miho Takao, Deputy Director of Ihc Omotesando	1,185	1,086

Health events

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

Held	Participating teams	Participants	Participation rate
Fall 2023	5,726 teams	31,813	36.7%
Spring 2023	5,726 teams	31,928	34.7%
Fall 2022	5,507 teams	30,852	33.5%
Spring 2022	5,423 teams	30,322	32.7%
Fall 2021	5,205 teams	29,589	30.4%
Spring 2021	4,283 teams	24,863	25.0%
Fall 2020	3,866 teams	22,463	22.8%
Spring 2020	Suspended due to the spread of COVID-19		
Fall 2019	4,094 teams	25,018	25.1%
Spring 2019	3,456 teams	19,463	19.3%
Fall 2018	2,662 teams	15,589	15.2%
Spring 2018	1,476 teams	7,328	7.0%

- Table 4. Reiwa Version of Billy's Bootcamp with Fujitsu Sports

Held	Number of participants (locally)	Participants (live)	Viewers (archive)
2023 year	176	702	1,600

Health Management Promotion and Social Contribution

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

Category	Date	Name of lecture, academic meeting or media	Title
Lecture	November, 28, 2023	Keidanren (Japan Business Federation)	Seminars on measures to prevent overwork "Initiatives to Prevent Overwork (from the Standpoint of Occupational Health)"
Lecture	April 21, 2023	The 31st Annual Conference of The Japanese Association of Medical Sciences 2023 Tokyo	Introduction to measures to combat overwork
Lecture	January 17, 2024	Kondou Kinen Medical Foundation Tomisaka Clinic Health and Medicine Lecture	"Working from home and mental health measures" "Preventive dentistry for the working generation"
Lecture	October 4, 2024	Health Improvement Discussion	Health and productivity management: Health management and initiatives to prevent productivity decline when teleworking
Conference presentation	May 9 - May 12, 2023	The 96th Annual Meeting of Japan Society for Occupational Health	Review of response to infected people in preparation for prolonged COVID-19
Conference presentation	September 15, 2023	International Headache Congress 2023	Headache education and headache virtual consultation in the workplace at an information technology company of more than 70,000 employees
Conference presentation	October 29, 2023	The 33rd Annual Meeting of the Japan Society for Occupational Health	Efforts to unify the awareness and skills of occupational health nurses nationwide at large-scale workplaces

Category	Date	Name of lecture, academic meeting or media	Title
Paper	June 9, 2023	Heart 2023; Vol 55 No.6: 570- 575. Blood Pressure Monitoring, 09 Jun 2022, 27(6):391-396	Support for balancing treatment and work in the cardiovascular field: Initiatives in the workplace and the practice of companies-occupational health staff. Relationship between salt reduction readiness and salt intake in hypertensive patients: a single nonspecialized hypertension clinic case study.
Paper	December 12, 2022	Hypertension Research volume 45, pages772–774 (2022)	Uric acid, xanthine oxidase, and vascular damage: potential of xanthine oxidoreductase inhibitors to prevent cardiovascular diseases.
Paper	June 4, 2023	Indian J Gastroenterol. 2023; 42: 542-548.Cephalalgia 2023, Vol. 43(4) 1–14	Relationship between nonrestorative sleep and heartburn among a Japanese occupational population. Diagnosis, knowledge, perception, and productivity impact of headache education and clinical evaluation program in the workplace at an information technology company of more than 70,000 employees.
Paper	December 2023	Health Development Vol. 28 Issue 2	Worker Fatigue Accumulation Self-Assessment Checklist (2023 Revised Edition)
Paper	July 2023	Japan Industrial Safety & Health Association	Immediate Worker Fatigue Accumulation Self- Assessment Checklist (2023 Revised Edition)
Paper	August 30, 2023	Japan Academy of Public Health Nursing Newsletter 2023 Vol. 12 Issue 2 "Occupational Health and Nursing" Vol. 14 No. 5 Special Issue 1 Web Roundtable Discussion	COVID-19 management in occupational health activities From the standpoint of a public health nurse belonging to a company: What companies want from occupational health nurses

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

Date	Category	Title
December 11, 2023	Press release	Fujitsu joins Japan Health & Productivity Management Alliance
January 26, 2024	Press release	Expands Preventive Dentistry Initiatives for Maintaining and Improving Employees' Oral and Teeth Health Fujitsu launches preventive dentistry health education for 70,000 employees in Japan
March 11, 2024	Press release	Fujitsu Recognized as a Health Management Outstanding Organization "White 500" for 8th Year in a Row

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

Manager	Name of Committee/Review meeting	Position
Japan Sports Agency	FY2023 expert meeting for the "creation and provision of tools to promote effective guidance on sports" project	Member
Japanese Nursing Association	Basic survey on the activity base of public health nurses	Review meeting members
Ministry of Health, Labor and Welfare Research Grant	Research on medical examination implementation and consultation suited to new lifestyles	Research team member
Comprehensive Research Project for Measures against Cardiovascular Diseases, Diabetes, and other Lifestyle Related Diseases	Research on medical examination implementation and consultation suited to new lifestyles	Research team member
Cancer Countermeasure Corporate Action	Cancer Countermeasure Corporate Action advisory board meetings	Observer
The Japanese Association of Public Health Nurses for Occupational Health		Representative of board of directors
Tokyo University of Technology	School of Health Sciences	Clinical professor
University of Occupational and Environmental Health, Japan	Greater Tokyo Business Promotion Office	Specially-appointed professor

Manager	Name of Committee/Review meeting	Position
Tokyo Certified Psychologist Association	Industry Committee	Cooperating committee member
JAHMEC	Workshop for Architectural Environmental Health Management Engineers, Nagoya District Committee	Member
Japan Association of Public Health Nurse Educational Institutions		Organizer
Kanagawa Occupational Health General Support Center		5 consultants

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

Purpose	Training / Practice	Number of accepting organizations and individuals
Doctors in training	Community-based health care training	1 hospital, 2 persons
	Occupational health practical training • site tours	4 schools, 110 persons
	Early experience training • study	2 schools, 11 persons
Nurses and public health nurses in training	Comprehensive nursing practical training	6 schools, 29 persons
	Public health nursing practical training	9 schools, 91 persons

Occupational Health and Safety

Health and Safety Policy

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

Fujitsu Group's Health and Safety Policy

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

Promotion Framework and Reviews

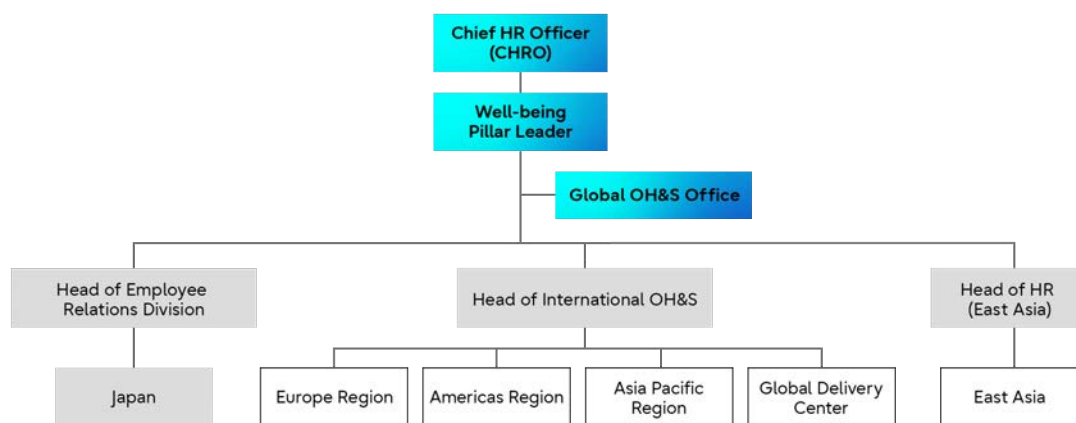
The Fujitsu Group has established a system to promote health and safety in each region, and we are moving forward to ensure compliance and preventive measures for occupational health and safety in accordance with the laws and policies of each country, such as those stipulated by the Ministry of Health,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

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

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

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

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



Structure for Promoting Occupational Health and Safety

Fiscal 2023 Results

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

Occupational Health and Safety Training

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

We also utilize Fujitsu Learning Experience to create an environment where anyone, at a global level, can learn anytime with initiatives suited to the circumstances of each region and country. In Japan, health and safety education is provided via e-learning to new employees of Fujitsu or Group companies to acquire useful basic knowledge on occupational accident prevention and self-management of health (2,196 people/year complete the course).

In the Europe region and at the Global Delivery Center, online training (Safety Awareness World, City Safety Challenge) allows employees to experience various work environments around the world for the purpose of understanding and properly managing workplace health and safety risks. This training also contributes to spreading the use of support tools aimed at ensuring safety at all workplaces. We also conduct specific training and campaigns in specific countries—for example, virtual reality fire safety training in Poland and a workplace health and safety module in Australia that received the LearnX 2023 Platinum Award.

In Hong Kong, we held a talk session in July 2023 on complications from COVID-19 infection and conducted a stretching class using a meditative sound bath in December 2023. In Taiwan, we held workshops on occupational health three times during the year, conducted workplace safety and health activities in line with the Taiwanese government's regulations, and obtained the Healthy Workplace Certification-Health Promotion Mark from the Health Promotion Administration (MOHW-HPA).

World Day for Safety and Health at Work

In support of the purpose of the International Labour Organization's (ILO's) World Day for Safety and Health at Work, we conduct awareness-raising activities on employee occupational safety and health at a global scale. For the 2023 World Day for Safety and Health at Work, we delivered a message to all employees about the importance of health and safety and a safe and healthy work environment.

In the Europe region, the Americas region, the Asia Pacific region, and at the Global Delivery Center, we conducted awareness campaigns on reporting hazards, accidents and incidents, and provided a variety of guidance for challenges in working from home and shift work, workplace adjustments, ensuring safety in abnormal weather conditions, occupational stress, safe lifting and working alone. To support employees on overseas business trips, we have also introduced risk assessments and provide guidance to ensure employee safety when overseas. In addition, we have in place occupational safety and health support tools for employees and conduct mock training in preparation for emergency situations (terrorist threats, pandemics, extreme weather events, fires, etc.).

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

The international standard of ISO 45001 certification for occupational health and safety management (OH&S) has been obtained by some Group companies in Japan and by Group companies in the UK, Ireland, France, Spain, Australia, New Zealand, Germany, and Portugal, and in fiscal 2023, Group companies in India and Estonia newly gained certification. In addition, a team of occupational health and safety experts who are members of IOSH (Institution of Occupational Safety and Health) with training as ISO45001 lead auditors have been deployed in various overseas regions outside Japan to support a diverse workforce.

For external evaluations, we were recognized for our efforts to maintain and provide a healthy and safe working environment, and received the Work Environment Award from the Estonian Labour Inspectorate and the International Safety Award from the British Safety Council. We also participate in the Global Electronics Council's Sustainability Technical Committee and the IOSH's (Institution of Occupational Safety and Health's) Business Leaders Forum.



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



British Safety Council International
Safety Award



ILO (International Labour
Organization)



IOSH (Institution of Occupational
Safety and Health)



LearnX 2023 Platinum Award

Group Companies with ISO 45001

FDK Corporation (Takasaki Plant, Tottori Plant, Kosai Plant, Washizu Plant) (Certification body: JACO)

Fujitsu Australia Limited

Fujitsu Services Ltd

Fujitsu Services GmbH

Fujitsu Technology Solutions GmbH

Fujitsu Technology Solutions SA

Fujitsu Technology Solutions SAS

Fujitsu Technology Solutions LDA

Fujitsu New Zealand Ltd

Fujitsu Consulting India Pvt Limited

Fujitsu Estonia AS

Occupational Accident Response and Workplace Management

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

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

In the Europe region, the Americas region and at the Global Delivery Center, our workplace accident reporting system (Ask Safety) is used for reporting and investigating workplace accidents and managing measures to prevent recurrences. We also regularly promote use of this system to our employees at the regional and national levels through various kinds of training, our intranet sites, and webinar sessions. In addition, in the Europe region and at the Global Delivery Center, we encourage employees to regularly review their work environment, with 49,000 improvements made in 2023. Under the management of OHS expert teams in each country, we ask for workplace adjustments when problems have been identified during individual assessments. We also have in place an international safety management system that supports adjustment procedures for the workplace environment.

Occupational Accident Occurrences (Fujitsu and Group Companies)

Japan*1

★ Indicators assured by third party

	2020	2021	2022	2023
Frequency rate*2	0.11	0.04	0.03	0.09 ★
Severity rate*4	0.00	0.00	0.00	0.00

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

*2 Calculated in accordance with the regulations of the Ministry of Health, Labour and Welfare in Japan: Frequency rate ([Number of new cases of fatal and non-fatal occupational injury during the reference period (*3) / Total number of hours worked by workers in the reference group during the reference period] x 1,000,000)

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

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

International regions (January–December 2023)

	Europe Region	Global Delivery Center	Americas Region	Asia Pacific Region	East Asia
Non-fatal occupational injury frequency rate*5	0.82	0.09	0.39	0.71	0.50
Non-fatal occupational injury severity rate*6	24.72	1.70	5.49	55.04	0.50

- *5 Calculated in accordance with the regulations of ILO: Non-fatal occupational injury frequency rate

$$([\text{Number of new cases of non-fatal occupational injury during the reference period}] / [\text{Total number of hours worked by workers in the reference group during the reference period}] \times 1,000,000)$$
- *6 Calculated in accordance with the regulations of ILO: Non-fatal occupational injury severity rate

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

Absentee rate^{*7}

★ Indicators assured by third party

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2023 (target)
Employee absentee rate ^{*8}	0.857%	1.012%	1.336%	1.090% ★	1.068%
Number of employees	67,614	66,022	62,345	61,946	-

- *7 Based on the number of full-time employees as of the end of the fiscal year (March 20) of Fujitsu Limited and Group companies in Japan (59 companies in FY2022, 56 companies in FY2023).
- *8 Employee absentee rate (Absentee rate = $[\text{Number of absentee days}^{\ast 9} / \text{Total days scheduled to be worked in the accounting period}] \times 100$)
- *9 Number of absentee days= Absence + Leave of absence (including absentee days and leave of absence due to illness and an accident, and absentee days due to an occupational accident)