

Sustainability Data Book 2023

Fujitsu Group



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Message from the CEO

The world is facing a range of crises such as geopolitics, the global environment and widening social divides. Soaring resource prices and energy issues are being exacerbated by rifts in the international community, and climate change is leading to increasingly frequent extreme weather events and natural disasters on a massive scale. The signs are that these crises are becoming more complex and prolonged, and are seriously impacting the global economy and people's day-to-day lives. Many companies now regard sustainability as central to their management, appreciating that they are at a turning point in rolling out specific initiatives aimed at helping build a sustainable society through their business operations. Digital technology has a major role to play in supporting both industry and our lifestyles. People are finding that digital transformation is becoming increasingly familiar and more important. As a technology company, we in the Fujitsu Group are conscious that we have a great responsibility to help with addressing these problems.



Takahito Tokita
CEO, Fujitsu Limited

The Fujitsu Group states Our Purpose, which is “to make the world more sustainable by building trust in society through innovation”. To achieve Our Purpose, in May 2023 we defined our Materiality where

sustainability is the core focus of business growth. The essential contributions we must make were identified as: solving global environmental issues, developing a digital society, and improving people's well-being. At the core of these three contributions, we specified 11 issues that we need to address, including tackling climate change, maintaining security of information, eliminating the digital divide, and contributing to healthcare for an improved quality of life. In the process of defining our Materiality, we sought the cooperation of a wide range of stakeholders, including customers, institutional investors, and our own employees, in a series of discussions aimed at identifying the areas where the Fujitsu Group, in particular, should be focusing its efforts. Identifying target areas for the Fujitsu Group will enable us to leverage co-creation to accelerate our sustainability transformation (SX) with our customers and partners, solve social issues and, through those initiatives, achieve sustainable growth of the Group.

This year, we also formulated our vision for 2030 of “being a technology company that realizes net positive through digital services”. The Fujitsu Group defines net positive as maximizing financial returns, addressing the three essential contributions of Materiality and positively impacting society as a whole through technology and innovation. By creating outputs and outcomes in both financial and non-financial targets and by continuing the cycle of investing in our corporate activities, we will continue to create the value both for our customers and society. As well as making the most of the Fujitsu Group's strengths of leading-edge technology and technical prowess, we are aiming to achieve our vision through cross-industry approaches that go beyond the boundaries of industries and organizations.

The origins of value creation in the Fujitsu Group are closely tied to its efforts in areas such as respect for human rights, acceptance of diversity and equity, human resource development and maintenance of the environment, and we promote them through our GRB (Global Responsible Business) framework. In human rights, in FY2022 the Fujitsu Group revised the “Fujitsu Group Human Rights Statement” for the first time in the eight years, setting out our approach and initiatives on respecting human rights. In the statement, we affirm our

support for the international norms and pledge to respect the human rights of all stakeholders in our business activities in accordance with those norms. The Fujitsu Group demonstrated its commitment to the environment this year by setting a target of net zero greenhouse gas emissions across its entire value chain (Scope 1, 2 and 3) by FY2040, and obtained Net-Zero Target certification from the Science Based Targets Initiative (SBTi). To reach this target, we aim to source 100% of the electricity used in its business operations from renewable energy by FY2030. As a corporate SX leader, the Fujitsu Group not only engages in its own sustainability management but is also leveraging the knowledge and expertise gained through that engagement to work with its customers and partners to solve societal issues.

Finally, as a signatory to the United Nations Global Compact, the Fujitsu Group supports the 10 principles in the four areas of human rights, labor, the environment, and anti-corruption. We are absolutely committed to minimizing negative impacts on people and society and to promoting a corporate culture that does not tolerate any wrongdoings.

Fujitsu Way

The Core Elements of the Fujitsu Way

The Fujitsu Group established the Fujitsu Way in 2002 as a principle for the conduct of its people. In response to changes in society and the business environment, the company revised the philosophy in 2008 to further instill awareness in its people working around the globe.

With the world becoming more closely interconnected, fast-changing and uncertain, and with various threats to global sustainability emerging, the Fujitsu Group renewed the Fujitsu Way in 2020. The goal was to use technology to deliver value for customers and contribute proactively to the transformation of society. Accordingly, we set out Our Purpose, which is “to make the world more sustainable by building trust in society through innovation”.

The Fujitsu Way comprises three parts:

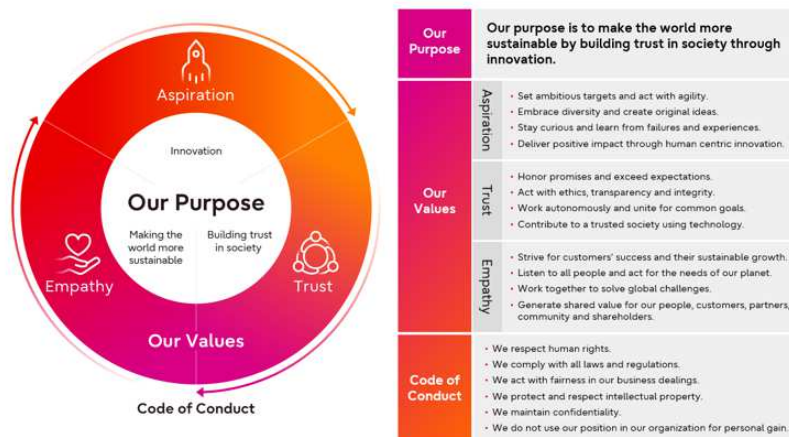
- Our Purpose : Why Fujitsu exists in society
- Our Values : The important sense of value each person should have
- Code of Conduct : What we should comply

Our Values represent an action cycle consisting of Aspiration, Trust and Empathy, which is necessary to achieve Our Purpose. As members of society, our employees will comply with the Code of Conduct.

We aim to achieve Our Purpose by engaging in corporate activities that are based on the Fujitsu Way and that underpin the actions of each person in the Group.

Click below for further details.

- > [Fujitsu Way](#)
- > [Transforming Our Corporate Culture](#)



The Structure of Fujitsu Way

Transforming Our Corporate Culture

The Fujitsu Way

We have established the Fujitsu Way, a set of principles for all employees to observe based on Our Purpose, which indicates the reason for Fujitsu's existence in society. All Fujitsu employees work to achieve Our Purpose in their daily activities, while keeping in mind Our Values (Aspiration, Trust, and Empathy) and the Code of Conduct as they deliver value to customers and society.

- > [Fujitsu Way](#)
- > [Our Story](#)



Our Purpose

Activities to Promote the Fujitsu Way

In-house Communication Initiatives

Fujitsu has been deploying in-house communication initiatives to boost the degree of empathy with the Fujitsu Way.

To promote the Fujitsu Way globally, we have appointed Fujitsu Way promotion leaders as part of the corporate governance structure. These individuals are responsible for promoting the Fujitsu Way on the front lines, and they participate in regular Fujitsu Way Meetings with the CEO as a way of spurring motivation.

We have also produced a Fujitsu Way booklet and shared it with employees worldwide to ensure that each and every Fujitsu employee understands the Fujitsu Way and makes it their own. The booklet incorporates management's thinking on ways to implement change in Fujitsu. It also includes the words of former CEOs and other pioneers plus the background to their messages, which today form the company's DNA, embedded in the Fujitsu Way. We will continue to communicate the Fujitsu Way through workshops and videos, to ensure that all employees engage in the Fujitsu Way and work toward achieving Our Purpose.



Sample pages from the Fujitsu Way booklet

Broadening the Message through Purpose Carving®

In 2020, with the need to coalesce the ideas of each and every employee to generate greater synergy and achieve Our Purpose, we started rolling out the Purpose Carving® program(*1), an initiative to shape and inform each individual's own purpose (My Purpose).

Purpose Carving® is an interactive program that enables participants to reflect on their personal journeys and values, carving out their own purpose as they contemplate the future. With 70,000 employees worldwide having completed the program as of July 2023, the overlaying of their purposes on Fujitsu's corporate Purpose

provides the driving force for transformation. Fujitsu also initiated Purpose Reflections, a program in which participants reflect on the overlap between their daily work and My Purpose, engaging in growth and relationship-building initiatives which are driven by My Purpose and supported by materials and applications.

In 2021, as part of the Purpose Carving® program, we launched a program of live-streamed events titled 'Fujitra Radio with Leaders'. This enabled employees to watch interviews with Fujitsu's executive leaders, who shared their insights into their individual purposes and thoughts on transformation. A total of 38 executives took turns participating in this weekly program, attracting an overall audience of 56,500. Through such promotional activities, Fujitsu aims to generate individual and organizational behavior transformation by helping employees to discover their own purpose and by reconciling everyone's own purpose with Fujitsu's Purpose.



Illustration of executives who participated in 'Fujitra Radio with Leaders'

*1 Purpose Carving® was selected as the winner of the Excellence Award in the Corporate HR category of HR Award 2022 (sponsored by the HR Award Steering Committee and supported by the Ministry of Health, Labour and Welfare).

Sustainability Contribution Awards

The Sustainability Contribution Awards program is an in-house program established to help achieve Fujitsu's Purpose. To create the type of sustainable society that Fujitsu envisions, the entire organization - individuals and the company - must innovate and generate new value based on Our Purpose and business direction. Therefore, the Sustainability Contribution Awards are designed to not only recognize Outputs to Society, but to also include awards for Organizational Cultural Change that brings meaningful transformation to the way things have traditionally been done. General Judges recruited from within the Fujitsu Group, Fujitsu Way promotion leaders, and the CSuO(*2) serve as judges; they base their decisions on the extent to which the entries embody the values and purpose reflected in the Fujitsu Way and on the various elements of Global Responsible Business (GRB).

In FY2023, a total of 222 applications were received from Fujitsu Group companies worldwide, resulting in the presentation of one Grand Prize and five Excellence Awards. Overviews of the winning projects are listed below.

*2 Chief Sustainability Officer

Grand Prize Winner

- Rapid discovery of unknown causes and effects related to cancer drug resistance using Fugaku
In collaboration with Tokyo Medical and Dental University, we developed a technology to discover, from among more than 1,000 trillion different possibilities, the previously unknown causal factors that characterize a patient in whom a drug is expected to be effective. Fugaku was used to implement the newly developed AI technology for scientific discovery, intended to make it possible to discover new causal relationships. This technology is expected to be utilized to facilitate the discovery of effective, personalized anticancer drugs.

Excellence Award Projects

- Driving carbon neutrality across industries in a mobility society
To achieve a carbon-neutral mobility society in the last mile and in regional transportation, this project contributes to a reduction in emissions by supporting vehicle electrification and the use of renewable energy to improve the operational and energy efficiency of EVs for fleet operators (e.g., logistics, cabs, buses, and regional transportation) and local governments.
- Success in halving the search period for clean ammonia synthesis catalyst candidates
In a joint research project with Atmonia, a venture company that develops methods of ammonia synthesis designed to reduce CO₂ emissions, a new quantum chemical simulation method was developed and

combined with Fujitsu's AI causal discovery technology to successfully halve the time required to search for ammonia catalyst materials.

- Promoting resource recycling by making recycled materials valuable to the environment
This project is a collaboration with Teijin Limited to build and apply a platform to the market to drive the use of recycled materials and the implementation of environmentally sensitive design, utilizing Teijin's carbon fiber and aramid fiber recycling initiatives and Fujitsu's blockchain technology.
- Design thinking practices for mindset and culture reform
Over the course of a year, 704 employees contributed to solving social and customer issues by participating in a total of 308 sessions to practice and apply design thinking to their work by asking and solving their own questions based on their feelings of empathy with the issues.

One other case

Value Creation Model

Fujitsu's Value Creation Model to Achieve its Purpose

Focused on Societal Challenges Fujitsu is Purpose-Driven to Provide Value to Society

Fujitsu aims to realize its Purpose, which is “to make the world more sustainable by building trust in society through innovation”, and thereby create new value while helping to build a better future for customers and for society.

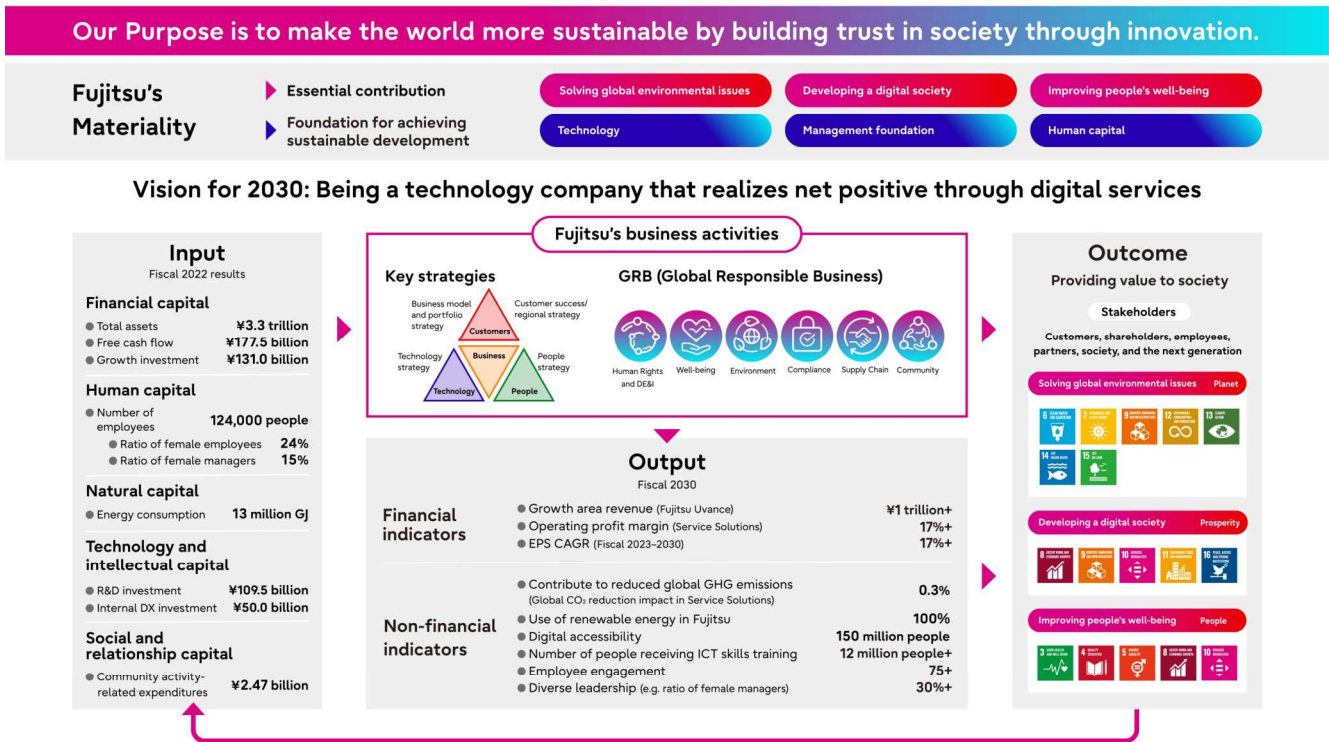
Reflecting the newly established materiality, our vision for 2030 is to be “a technology company that realizes net positive(*1) through digital services”.

Our value creation model is based on capital inputs and business activities that aim to create a sustainable society by focusing on key strategies for Fujitsu and to develop the priority issues for sustainability management under the Global Responsible Business (GRB) framework. The outputs derived from these initiatives are positioned as financial and non-financial indicators, and the resulting outcomes provide value to society.

We will continue to invest as inputs the various outputs and outcomes generated through these activities, while also working to enhance the value delivered to a range of stakeholders.

*1 Fujitsu defines net positive as follows: “In addition to maximizing financial returns, we are committed to solving global environmental problems, developing a digital society, and improving people’s well-being. Technology and innovation will have a positive impact on society as a whole.”

- [Fujitsu Uvance](#)
- [Sustainability Management in the Fujitsu Group: Fujitsu Global](#)



Materiality

Materiality in the Fujitsu Group

The Fujitsu Group revised its approach to Materiality in 2023. We specified Materiality in 2018 under the Basic CSR Policy but have now updated it to encompass Materiality in Management, which incorporates the perspective of delivering value to customers and society through our business activities.

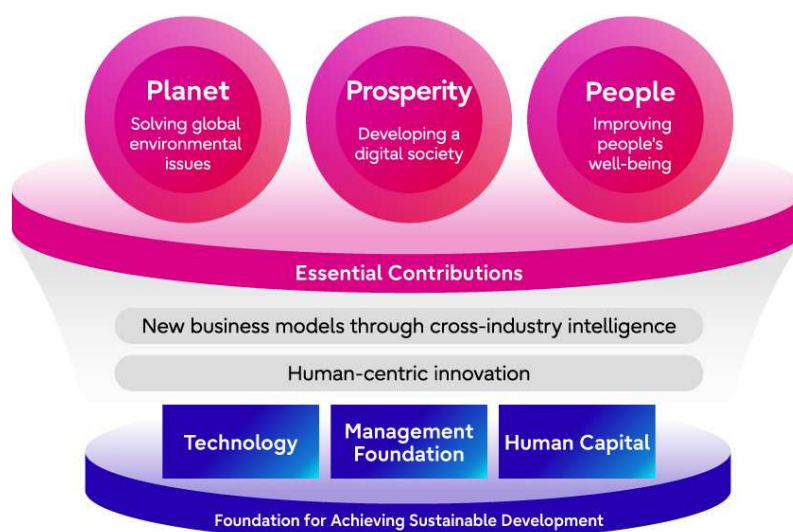
Looking toward 2030, we conducted medium- to long-term evaluations from the perspectives of Fujitsu itself and its stakeholders, and we identified priority issues to be resolved on the path to sustainable growth. These fall under two categories (Essential Contributions and Foundation for Achieving Sustainable Development). In the first category of Essential Contributions, we will leverage the development of Fujitsu Uvance and other businesses to provide customers and society with value that contributes to solving global environmental issues, developing a digital society, and improving people's well-being. Furthermore, we will strengthen our technology, management foundation, and human capital to create the Foundation for Achieving Sustainable Development as the source of value creation for the Fujitsu Group, while supporting the creation of new business models and spurring innovation.

The results of this revised approach to Materiality are being applied to risk management throughout Fujitsu. In the potential risk assessment conducted throughout the Fujitsu Group, issues identified through Materiality assessment are reported as key risks, and "climate change", "human resources and human rights" and "information security" are identified as "main business risks".

And Materiality-related initiatives are recommended as a goal-setting item in the "Executive Performance Management" evaluation system for executives at FUJITSU VP-level and above. The non-financial indicators based on Materiality are being progressively linked to the evaluation indicators for executive remuneration (Executive Director bonuses).

Going forward, we will continue to promote company-wide initiatives related to Materiality, reduce and avoid critical management risks, and maximize business opportunities. In this way, we aim to enhance the corporate value of the Fujitsu Group and contribute to achieving net positives in the areas of environmental issues, digital society, and people's well-being.

Materiality



Essential Contributions (3 global imperatives, with 11 issues where we will contribute in)

Planet: Solving global environmental issues Contribute to creating a future earth where both people and nature can thrive	Prosperity: Developing a digital society Contribute to creating a trusted digital society where global prosperity and stability are compatible	People: Improving people's well-being Contribute to improving quality of life and opportunities across society to support the well-being of people
Climate change (Carbon neutral)	Maintaining security of information	Contributing to healthcare for an improved quality of life
Resource circulation (Circular economy)	Eliminating the digital divide	Promoting lifelong education and reskilling
Living in harmony with nature (Protection and restoration of biodiversity)	Leading ethical AI and IT	Improving customer/consumer experience
	Ensuring a positive work environment and addressing labor shortages	
	Assuring responsible supply chains	

Foundation for Achieving Sustainable Development (7 issues)

Technology Innovating cutting-edge digital technologies which co-create new opportunities to transform to a sustainable society	Management Foundation Data-driven management that pre-empts and flexibly responds to the business environment with highly efficient, rapid decision making	Human Capital Creating innovation everywhere in society by bringing together agile and versatile people from inside & outside the Company
Creating and developing cutting-edge innovative technologies	Governance and compliance	DE&I
	Risk management	Well-being and Human resource development
	Economic security management	
	Digital transformation	

Materiality Assessment Process

The Fujitsu Group identified Materiality based on the principles of double materiality, whereby the mutual impacts of corporations and the environment and society are taken into account (i.e. both the financial impact of environmental and social issues on Fujitsu and the impact of Fujitsu business activities on the environment and society). Going forward, we will conduct periodic reviews on an annual basis and revise as necessary.

Step1 Organize and Identify Social Issues

- Create a long list of various social issues (163 issues) that will flow from the future megatrends anticipated for 2030 based on the following:
 - SDGs
 - Evaluations of ESG indices (FTSE, MSCI and DJSI)
 - ESG reporting framework (GRI Standards, SASB Standards)
 - World Economic Forum (WEF) Global Risk Reports
 - Responsible Business Alliance (RBA) Code of Conduct
 - World Business Council for Sustainable Development (WBSCD), Global Enabling Sustainability Initiative (GeSI) documentation
- Identify 40 social issues by integrating similar items and deleting items with minimal business relevance

Step2 Prioritization

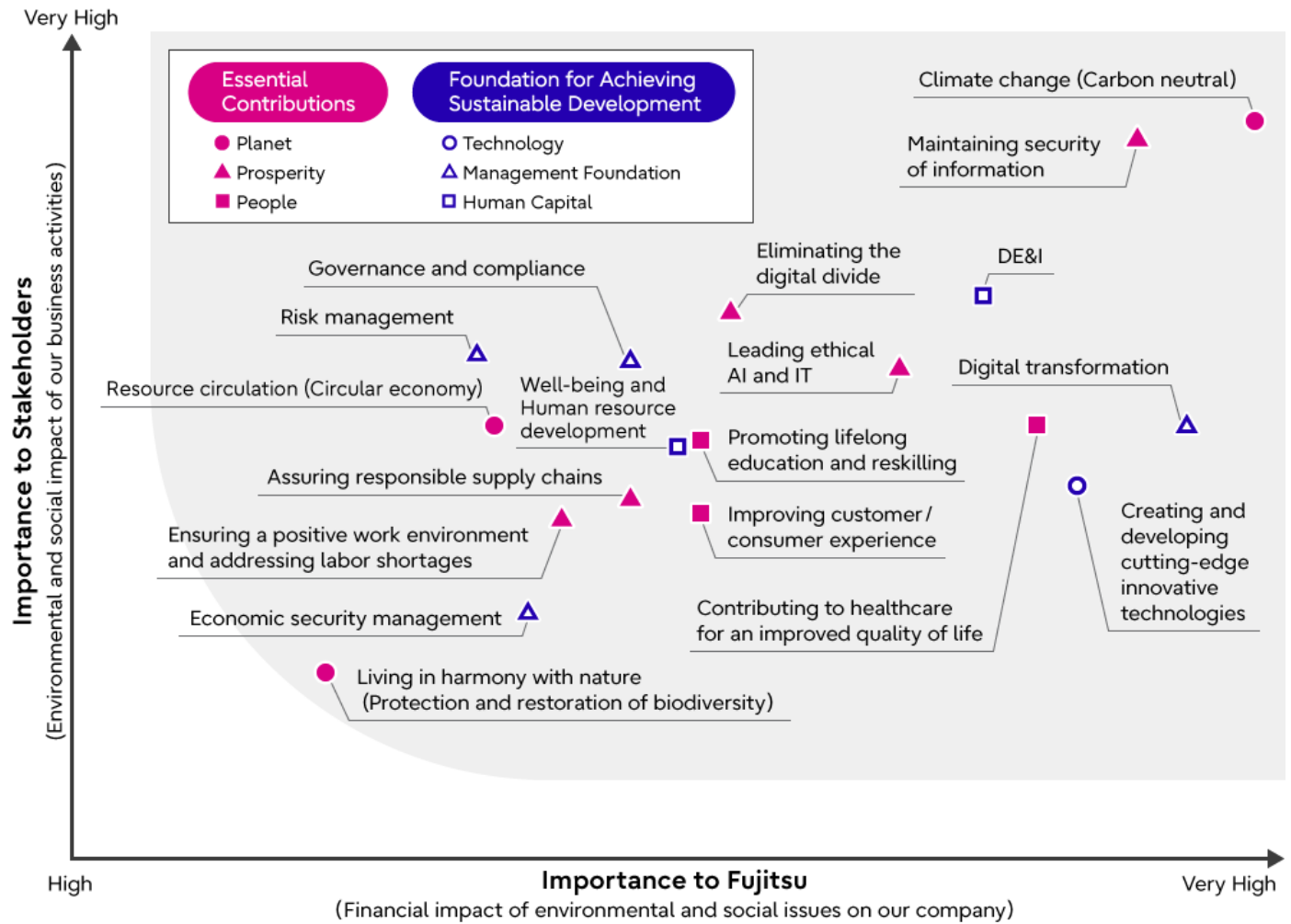
- Conduct surveys, interviews and desktop research with a wide range of internal and external stakeholders based on the identified social issues. In anticipation of future circumstances in 2030, create a draft materiality matrix that prioritizes 25 social issues in terms of the risks and opportunities those issues present. The draft materiality matrix is created by conducting comprehensive assessments and assigning scores to issues from the perspectives of their importance to Fujitsu (financial impact of the environmental and social issues on Fujitsu) and their importance to stakeholders (environmental and social impact of Fujitsu business activities).
- Through personal interviews and meetings of the Sustainability Management Committee, conduct assessments and discuss the validation of the draft materiality matrix in terms of Fujitsu's distinctiveness (affinity with the Fujitsu brand), and determine the final materiality matrix (18 issues). (This process entails assessments and discussions by Executive Directors and other executives together with reviews by non-executive directors and the Audit & Supervisory Board Members.)
- Organize the materiality concept and then classify and arrange the 18 issues into 2 categories and 6 areas.

Fujitsu and Stakeholder Assessment

	Assessment method		Details
Fujitsu	Surveys, interviews	Executives	Survey and/or interview a total of 43 executives, including the Sustainability Management Committee, Executive Directors, and other executives.
		Fujitsu Way promotion leaders	Survey all 123 Fujitsu Way promotion leaders.
	Desktop research		Use internal and external data to quantitatively and qualitatively evaluate the extent of the impact of social issues in terms of sales, costs, reputation, compliance and consistency with business strategy.
Stakeholders	Surveys, interviews	Employees	Select employees in each of the company-wide (global) divisions at random and survey 3,284 employees in total.
		Market (customers and suppliers) *1	Survey and/or interview company management and middle management working in Fujitsu customer and supplier industries globally (9 countries, 14 industries)
		Investors	Survey and/or interview Fujitsu capital markets participants.
	Desktop research		Quantitatively and qualitatively assess importance from the perspective of stakeholders based on the survey forms used by representative ESG rating agencies and various other external documents and reports.

*1 A commissioned study conducted by Forrester Consulting on behalf of Fujitsu, August 2022

Materiality Matrix



Step3 Management Approval

- Through the Sustainability Management Committee, discuss and approve materiality and the direction for promoting company-wide initiatives. Materiality as included in the Medium-Term Management Plan is then discussed and approved by the Board of Directors.

Step4 Review

- Review and discuss annually based on changes in the internal and external environment.
- Where necessary, undertake revisions through Steps 1-3.

Approach to Materiality

Taking into account the risks and opportunities posed by materiality, we have discussed our approach for FY2025. Fujitsu will implement measures to address risks, focusing on our internal initiatives, while addressing opportunities by expanding Fujitsu Uvance and other businesses to solve social issues and provide value to customers and society. Moving forward with this approach to materiality will hasten reductions in the negative impacts while promoting greater positive impacts, leading to net positive outcomes for Fujitsu businesses and society.

Planet: Solving global environmental issues -- Contribute to creating a future earth where both people and nature can thrive



FY2025 targets

- Scope 1, 2 GHG emissions: 50% reduction (on FY2020 levels)
- Scope 3 GHG emissions (Category 11): 12.5% reduction (on FY2020 levels)

Please also refer to [our other environmental targets](#)

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
Climate change (Carbon neutral)	Risks <ul style="list-style-type: none"> • Higher costs of coping with more stringent energy savings and GHG emissions regulations • Higher operating costs due to the increasing severity of natural disasters 	Internal initiatives <ul style="list-style-type: none"> • Reduce GHG emissions at business sites (promote energy savings and increase renewable energy use) • Promote energy-saving product design and reduce GHG emissions in the supply chain
	Opportunities <ul style="list-style-type: none"> • Increased demand for the adoption of renewable energy, energy savings and visualization of GHG emissions, including in supply chains • Increased demand for mitigation measures that offer society-wide energy optimization to reduce GHG emissions and for adaptation measures that build resilient communities and industries 	Business growth for customers and society <ul style="list-style-type: none"> • Visualize/reduce GHG emissions in the supply chain • Visualize energy usage at factories and other facilities (automate primary data collection) • Identify a broad spectrum of supply chain risks, including disasters, pandemics, and international political risks • Develop and make effective use of new energy sources and materials, such as clean ammonia, and improve traceability • Optimize and integrate natural energy into social infrastructure systems • Enhance resilience against emergencies in cities • More accurate weather forecasts and disaster prevention simulations
Resource circulation (Circular economy)	Risks <ul style="list-style-type: none"> • Increased costs for operations and for handling the reputational risk arising from resource constraints resulting from resource depletion and escalating conflicts over scarce resources resulting from resource maldistribution 	Internal initiatives <ul style="list-style-type: none"> • Reduce water usage at business facilities and raise awareness of water source security upstream of the supply chain • Promote greater resource savings in products and improved resource circulation • Get involved in activities to standardize business models and circular economy indicators, and measure social impacts
	Opportunities <ul style="list-style-type: none"> • Increased demand for support to create a circular (recycling-based) society by building economic mechanisms that will sustainably recycle resources and promote zero waste and the effective use of resources 	Business growth for customers and society <ul style="list-style-type: none"> • Reduce losses and enhance traceability through the use of blockchain • Promote the effective use of materials through the visualization of product quality, etc. • Enhance resource traceability with the aim of creating environmental value through recycling • Establish recycling schemes and assure a stable supply of recycled resources through business-to-business data sharing
	Risks <ul style="list-style-type: none"> • Amid increasingly strict controls on land use and 	Internal initiatives

Living in harmony with nature (Protection and restoration of biodiversity)	information disclosure, there is increased reputational risk and the risk of difficulty in raising capital due to delays in addressing biodiversity	<ul style="list-style-type: none"> Reduce negative impacts and increase positive impacts on biodiversity in areas of business activities, including the supply chain
	Opportunities <ul style="list-style-type: none"> Increased demand for assessing, visualizing, monitoring, and reducing impact on the environment and biodiversity, and urban development that co-exists with nature 	Business growth for customers and society <ul style="list-style-type: none"> In business activities that take biodiversity into account, use business planning simulations to visualize environment conservation and impact severity Protect water and forestry resources and limit excessive consumption by developing new materials and adopting new production methods

Business Impacts

- Promoting activities that minimize environmental impacts in our areas of business activity, including the supply chain (reducing GHG emissions, saving and recycling resources, protecting biodiversity) can help to reduce or avoid risks such as reputational damage and excessively strict regulatory controls
- With the transition to a more environmentally friendly society, there is increasing demand for minimization of the environmental impacts on each industry's entire value chain. Expanding businesses that are designed to address environmental issues and create value for the environment can lead to increased financial returns

See [TCFD Information Disclosure](#) for more information on the analysis of business impacts from climate change

Societal Impacts

- By developing solutions such as using digital technology to visualize environmental footprints and improve traceability, we can contribute to restoring biodiversity, building a circular economy and a carbon-neutral society, as well as reducing our customers' environmental impacts

Prosperity: Developing a digital society -- Contribute to creating a trusted digital society where global prosperity and stability are compatible



Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
Maintaining security of information	Risks <ul style="list-style-type: none"> Amid increasingly strict regulatory regimes, risks include loss of credibility, fines and penalties for violations of laws and regulations if the rights and interests of individuals are violated or customer information is leaked due to leakage of information related to business activities 	Internal initiatives <ul style="list-style-type: none"> Stronger governance: Implement countermeasures more quickly and effectively by bolstering on-site security systems and active intervention by management Stronger responses to cyber threats: Use more rigorous information management and responses, and security risk visualization that includes prediction Stronger supply chain security: Consolidate data in secure development environments and data management environments, and develop training to achieve more mature security
	Opportunities <ul style="list-style-type: none"> Increased demand for more advanced information infrastructure that is trusted and secure 	Business growth for customers and society <ul style="list-style-type: none"> Ensure that customer systems and businesses are trusted by providing secure Hybrid IT platforms Provide resilient Hybrid IT platforms along with more rigorous IT and security governance for

	with the aim of providing data security at the society, corporate and individual levels	mission-critical areas such as public-sector and financial institutions <ul style="list-style-type: none"> • Enable security management that is capable of responding quickly to stricter and more sweeping regulations, such as the Data Protection Directive • Combine Zero Trust Security technology and other technologies to create a new high-speed, high-capacity network security technology that offers enhanced reliability and convenience
Eliminating the digital divide	<p>Opportunities</p> <ul style="list-style-type: none"> • Increased adoption of “digital democratization” whereby anyone can independently, freely and autonomously use digital technology, leading to increased demand for digital platforms that do not encourage discrimination, prejudice or hate 	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> • Optimization tailored to patients and the democratization of advanced healthcare • Enable more advanced decision-making and problem solving for the traceability and verification of raw materials • Promote the adoption of integration and corporate IT consulting through co-creation with financial institutions • Build broadband networks for local governments (US)
Leading ethical AI and IT	<p>Risks</p> <ul style="list-style-type: none"> • Ethical or other issues that originate from data or other input to an AI pose the risk of problems such as diminished social trust or litigation • If employees or customers lack understanding or practical experience of AI ethics, this could prevent the growth of trust in AI and risks thwarting the innovation and progress that is possible using AI 	<p>Internal initiatives</p> <ul style="list-style-type: none"> • Implement initiatives aimed at disseminating AI ethics, such as providing AI ethics training to employees and customers, and formalizing the Fujitsu internal practice of AI ethics • Provide technology and ecosystems that simplify the identification of AI ethics risk by AI developers and customers themselves, and present solutions
	<p>Opportunities</p> <ul style="list-style-type: none"> • Given the enormous expectations for the development of a trusted information society, there will be increased demand for AI use that embodies appropriate AI ethics and for appropriate AI ethics practices within companies 	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> • Provide AI that complies with AI ethics guidelines and ensures reliability and transparency with respect to AI by providing explainable AI (Improve sustainable reliability in business by using explainable AI to predict the risk of illegality from companies’ financial and non-financial data) • Provide consulting services for areas such as creating guidelines and ethical rules for the appropriate use of AI
Ensuring a positive work environment and addressing labor shortages	<p>Opportunities</p> <ul style="list-style-type: none"> • Increased demand for the creation of pleasant, safe and secure working environments intended to improve employee motivation, and for increased automation and efficiency so as to improve productivity and quality and address labor shortages 	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> • Provide ways to make work (production, distribution, shipping, sales, etc.) both safer and more efficient by using automation technology, AR/VR, and remote communication • Respond to changes in working environments, formulate and implement strategies by visualizing and analyzing worker feedback and working conditions, thereby improving engagement and innovating workstyles with the focus on the workers themselves • Make operations more efficient and advanced using digital technology, and plan the optimal workspace for customers’ business transformation

		<ul style="list-style-type: none"> • Provide high-usability services by using more advanced digital touchpoints with automated technology, multilingual support, and AIOps
Assuring responsible supply chains	Risks <ul style="list-style-type: none"> • If problems arise in the supply chain, such as human rights violations involving conflict minerals or the working environment, or damage due to environmental destruction or climate change, these problems pose risks such as impacts on continued business activity, erosion of social trust in the company following administrative penalties, and lost business opportunities 	Internal initiatives (approach to the supply chain) <ul style="list-style-type: none"> • Prevent and reduce human rights risks in the supply chain • Promote reduction of GHG emissions in the supply chain • Ensure supply chain diversity
	Opportunities <ul style="list-style-type: none"> • Increased demand for the building of platforms and the enhancement of information disclosure, optimization and visualization of supply chain management in the environmental and social areas, particularly with regard to the environment, human rights and mineral resources (procurement) 	Business growth for customers and society <ul style="list-style-type: none"> • Provide stronger management through improved supply chain traceability • Enable detection of a broad spectrum of supply chain risks, including disasters, pandemics, and international political risks • Enable digitalization and resilience in supply chains that are shared by multiple corporations on a global scale • Enable sustainable consumption and waste product reductions through end-to-end optimization of the value chain • Offer logistics optimization and retail (OMO) management • Enable digital tracking of products along the supply chain • Enable new value creation/conversion using secure platforms that support expanded ethical purchasing

Business Impacts

- While issues such as insufficient information security measures, ethical problems associated with AI and human rights violations in supply chains can result in outcomes such as loss of trust by customers and society as well as increases in the cost of dealing with such issues, these risks can be minimized by setting up strong governance structures and introducing effective countermeasures
- Our customers and society also face the above issues, as well as problems such as a growing digital divide and worsening labor shortages. With the transition to a digital society, developing businesses aimed at resolving these issues can help to increase our financial returns

Societal Impacts

- By developing solutions such as explainable AI and secure information infrastructure, we can build trusted digital technology into society and help to build a more resilient society where more people can reap the rewards of digital technology

People: Improving people’s well-being -- Contribute to improving quality of life and opportunities across society to support the well-being of people



Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
Contributing to healthcare for an improved quality of life	<p>Opportunities</p> <ul style="list-style-type: none"> Increased demand in communities for healthcare that is integrated into daily life, such as the digitalization of medicine and preventive healthcare that uses AI and the IoT 	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> Connect medical institutions with external institutions and services to enable the mutual exchange of consumers' and patients' treatment and lifestyle information Individualize and optimize a patient's end-to-end healthcare journey, from prevention through to treatment and recuperation (effective personal healthcare)
Promoting lifelong education and reskilling	<p>Opportunities</p> <ul style="list-style-type: none"> Increased demand for initiatives that allow people to live rich and fulfilling lives, such as the building of digital education platforms that enable people to learn freely at any time and to have their achievements evaluated appropriately 	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> Provide micro-learning environments that use AI to provide personally optimized education, regardless of time or location Enable strategic reskilling by defining the type of personnel needed to achieve DX, supporting the formulation of personnel strategy and personnel development plans, and providing education and training programs
Improving customer/consumer experience	<p>Opportunities</p> <ul style="list-style-type: none"> Improvements in peoples' attitudes towards new consumption, new relationships and new work styles as their values become more diverse. Greater demand for personalized consumer experiences and the creation of new ways to exchange personal, corporate and social values. 	<p>Business growth for customers and society</p> <ul style="list-style-type: none"> Personalize marketing/promotions and enable new online and offline purchasing Offer consistent, fluid, and personalized shopping experiences wherever there is contact between consumers and any type of brand channel Provide efficient monitoring, operation, and maintenance for retail systems Enable sophisticated promotions that target consumers by predicting their behavior

Business Impacts

- As peoples' values transition from material wealth to spiritual richness, they will demand more advanced medical treatment, healthcare, education and customer/consumer experiences. Developing human-centric business that help people to enjoy quality lives that are safe and secure can help to increase our financial returns

Societal Impacts

- By providing services that cater to people's individual healthcare needs and respond to consumption trends while providing them with the upskilling they need for their career plans, we can not only help people live longer, healthier lives, but we can also help build a society where everyone lives a full and happy life where they can maximize their own potential

Common indicators for essential contributions	FY2025 targets <ul style="list-style-type: none"> • Customer NPS(Net Promoter Score): +20 (against FY2022)
Common initiatives for essential contributions: Contribute to global and regional communities	<ul style="list-style-type: none"> • Promote ongoing participation in community activities to boost employees' level of engagement and improve their experience and perspective by helping to resolve social problems • Expand partnerships that link us to future businesses and address social issues through community investment (including people, goods, and money) in NPOs, NGOs and regional communities • Promote initiatives involving activities that make appropriate social contributions, through monitoring of impacts and the number of beneficiaries to identify the outcomes of activities

Technology: Innovating cutting-edge digital technologies which co-create new opportunities to transform to a sustainable society



Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
Creating and developing cutting-edge innovative technologies	<p>Risks</p> <ul style="list-style-type: none"> • R&D into cutting-edge technology is the wellspring of corporate growth. If technology development does not progress, it will lead to the risk of losing competitiveness • Digital innovation that supports DX/SX is essential for business transformation and a sustainable society 	<p>Internal initiatives</p> <ul style="list-style-type: none"> • Quantum: Work with customers to develop apps that use quantum-HPC hybrid technology and develop world-leading error-correction technology. Develop 1,000 qubit machines and further scaling technologies • Computing: Enhance computing workload broker technology, develop frameworks that will accelerate graph AI and expand HPC into new areas such as digital twins • AI: Provide global customer value through AI platforms that feature AI technology, such as world-leading graph AI and AI trust. Strategically acquire specialists in the AI area. • Data & Security: Accelerate innovation-creation using ecosystems with world-leading Web3/Trust technology that allows the distribution and use of highly reliable distributed data maintained by companies or individuals • Converging Technologies: Establish the world's first social digital twin platform to continually improve society by enabling SX and develop initiatives that use environmental, social, and economic synergies, and then roll out solutions globally

Business Impacts

- Helping to achieve sustainable business innovation by conducting R&D into the 5 technology areas of Computing, AI, Data & Security, Converging Technologies and Networks and creating digital innovation

Societal Impacts

- Continue supporting sustainable transformation and address customer and social issues by providing comprehensive value that brings together technologies

Management Foundation: Data-driven management that pre-empts and flexibly responds to the business environment with highly efficient, rapid decision making



FY2022 targets

- DX promotion index: 3.5

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
Governance and compliance	<p>Risks</p> <ul style="list-style-type: none"> • If a strong governance structure is not maintained, and disclosure and oversight of execution are not enhanced, there is a risk of undermining sound management • Situations that violate national or international laws or regulations risk exposure to surcharges or financial compensation, and erode public trust 	<p>Internal initiatives</p> <ul style="list-style-type: none"> • Corporate governance: <ul style="list-style-type: none"> • Undertake continual reviews of corporate governance • Fully disclose corporate information that is conducive to cooperative relations with all stakeholders, including shareholders • Promote constructive interaction with shareholders • Compliance: <ul style="list-style-type: none"> • Promote the Global Compliance Program to raise awareness of compliance • Provide compliance training to suppliers
Risk management	<p>Risks</p> <ul style="list-style-type: none"> • The absence of a strong risk management, can have an impact on the company's business continuity 	<p>Internal initiatives</p> <ul style="list-style-type: none"> • Conduct internal assessment reviews using tools to measure potential risk, visualize the impacts of those risks using actualized data, and formulate and implement recurrence-prevention measures • Build data-driven risk management systems • Build a global solutions network to ensure that overseas risk information is reported to and acted upon by the Head Office promptly
Economic security management	<p>Risks</p> <ul style="list-style-type: none"> • Given the current global instability and the trend towards stronger regulation of corporate activity in the interests of maintaining economic security, there are risks in the form of impacts on supply chains and markets targeted by companies, together with burdens such as the increased costs of responding to such impacts and financial penalties for companies found to have breached the regulations 	<p>Internal initiatives</p> <ul style="list-style-type: none"> • Bolster business resilience by assessing risks to business continuity from the perspective of economic security and geopolitics, and then reflect those risks in the business continuity plan (BCP) • Strengthen companywide management across all departments for technologies that include important cutting-edge fields • Respond to the economic security countermeasures in each country and region
Digital transformation	<p>Risks</p> <ul style="list-style-type: none"> • Failure to achieve digital transformation risks declines in productivity and delayed responses to the external environment, which can adversely affect our competitiveness 	<p>Internal initiatives</p> <ul style="list-style-type: none"> • Expand data-driven management and operational excellence by promoting the OneFujitsu Program: <ul style="list-style-type: none"> • Real-time management to support speedy and practical decision-making • End-to-end management resource visualization and conversion to digital data • Global standardization of business processes

Business Impacts

- Failure to maintain a strong management infrastructure and improved management efficiency poses serious risks such as lower productivity and lower levels of social trust. Establishing robust governance structures and introducing effective countermeasures can help to minimize such risks

Societal Impacts

- Failing to maintain a strong management infrastructure and improved management efficiency could also result in losses for customers and suppliers in the business area. Establishing robust governance structures and introducing effective countermeasures can help to minimize these risks

Human Capital: Creating innovation everywhere in society by bringing together agile and versatile people from inside & outside the Company



FY2025 targets

- Employee engagement : 75
- The percentage of women in leadership roles: 20%

Materiality	Recognition of risks & opportunities *2	Approaches for FY2025 (main initiatives)
DE&I	<p>Risks</p> <ul style="list-style-type: none"> • Human rights violations and disrespect for or insufficient consideration of diversity in stakeholders such as employees or people in the supply chain poses a wide range of risks, including loss of business opportunities, erosion of social trust in the company following administrative penalties and loss of personnel 	<p>Internal initiatives</p> <ul style="list-style-type: none"> • Diversity: <ul style="list-style-type: none"> • Build an inclusive and egalitarian corporate culture that makes everyone feel included and free to express themselves • Boost the participation of women in leadership positions • Develop a comprehensive strategy for cultures and ethnicities that operates globally • Introduce the FWEI (Fujitsu Workplace Equality Index) • Promote and advocate for digital accessibility as one corporate strategy, including in-brand communication, customer experience, and the workplace • Ensure supply chain diversity through: <ul style="list-style-type: none"> • Activities to determine diversity indicators based on the societal requirements in each country or region • Development of mechanisms to determine the support for female participation in key activities in the domestic supply chain and to measure the progress of initiatives by suppliers • Human rights: Prevent or reduce human rights risks in the value chain (human rights training, dialog with experts)
Well-being and Human resource development	<p>Risks</p> <ul style="list-style-type: none"> • Failure to create an environment that enables employees to be happy and healthy, both physically and mentally, in their work, or failure to provide opportunities for employees to achieve personal growth, risks losing personnel and eroding the brand value 	<p>Internal initiatives</p> <ul style="list-style-type: none"> • Stronger personnel development platforms: Job-based human resource management, measures to encourage the evolution of employees into DX personnel, etc. • Improved well-being: <ul style="list-style-type: none"> • Develop measures to promote understanding and wider acceptance of well-being • Data-driven visualization and analysis • Thorough preventive measures for health and safety

Business Impacts

- Boosting investment in human capital, such as through stronger personnel development platforms and personnel portfolios, can assist in extracting the maximum possible value from personnel and increase sustainable value creation and corporate value

Societal Impacts

- Promoting activities to protect diversity and respect for human rights in the supply chain can help to lessen or avoid DE&I-related supply chain risk

*2 Recognition of risks & opportunities was organized and analyzed based on various publicly available information in Step 1 (Organize and Identify Social Issues) of the materiality assessment process.

Non-Financial Indicators

Approach

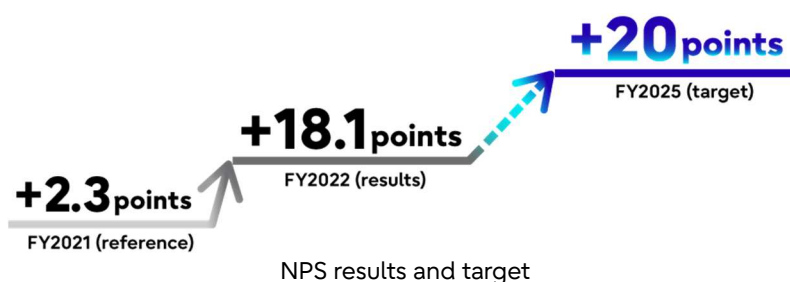
To ensure a stable, long-term contribution to the realization of Our Purpose, it is essential to build trusted relationships with all stakeholders and to pursue sustainable growth. We have therefore incorporated non-financial indicators as part of our core business activities, and we are promoting initiatives to achieve them in tandem with our financial targets. Based on this approach, and to measure the progress of in-house reforms, the Fujitsu Group established three non-financial indicators: the Net Promoter ScoreSM (NPS[®]) (*1) represents trust from customers; Employee Engagement indicates the relationship between the company and its employees; and the DX Promotion Indices highlight the advances made in the Fujitsu Group's own digital transformation initiatives.

As part of a review of non-financial indicators in May 2023, we determined to continue measuring NPS and Employee Engagement and we added two new indicators. In the area of Diverse Leadership we will track the ratio of women in leadership roles, and as an environmental indicator we are focusing on the Reduction of Greenhouse Gas (GHG) Emissions.

*1 Net Promoter, Net Promoter Score, and NPS are trademarks of NICE Satmetrix, Inc., Bain & Company, Inc. and Fred Reichheld.

Net Promoter ScoreSM (NPS[®])

NPS[®] is an indicator that enables objective evaluation of the relationship of trust with customers, or customer loyalty. Unlike customer satisfaction, which indicates the degree of satisfaction or dissatisfaction with a purchased product or service, customer loyalty is characterized by the ability to determine the degree of customer attachment and the likelihood of repeat purchases. The Fujitsu Group employs customer NPS as one of its non-financial indicators with the aim of realizing customer-centric management. By listening to our customers' views via NPS and offering services that appropriately suit their requirements, or by making proposals that anticipate their future needs, the value of the customer experience will be enhanced and our customer NPS will rise further. We believe that creating such a positive cycle will result in a boost to the corporate value of the Fujitsu Group.



As a structure to achieve this objective, at the working level we have appointed customer experience leaders in each region to take the lead in a timely manner in relation to improvement activities. On the management side, meetings of the CX Steering Board are convened every quarter, headed by the CEO and attended by those responsible for Fujitsu's business operations in all regions. This system ensures that customer issues are reliably resolved at the working level while simultaneously addressing them as management issues. The implementation of a "feedback loop" allows those involved to propose improvement actions, examine areas for investment, and verify the effectiveness of measures already taken.

Given this background, we set a target of 3.7 points in FY2022 based on the improvement result of +2.3 points in FY2021. As a result of our activities, however, we recorded a significant jump of 18.1 points over the previous fiscal year. Specifically, the Fujitsu Group was recognized for providing proposals based on a deep understanding of the customer's business challenges, for our experience in offering digital transformation projects, and for the initiatives undertaken in Fujitsu's own transformation.

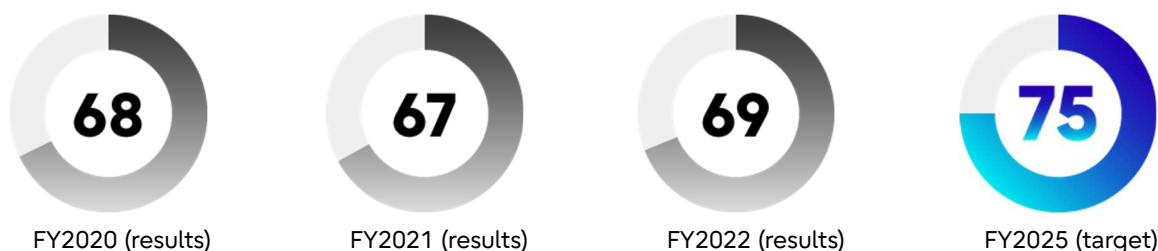
At the same time, for the future, we acknowledge the need to focus on consultancy support relevant to our customers' business challenges and on execution capabilities to advance transformation for our customers. Promoting reskilling and digital transformation offering enhancement will elevate the capability of the entire Fujitsu Group to offer comprehensive business support for customers.

Based on the results of the customer survey conducted globally in FY2022, we will continue to improve our strengths in the areas that were highly appraised and focus on areas that require improvement, aiming to boost the score by 20 points until FY2025 as the target of the medium-term management plan.

Employee Engagement

The Fujitsu Group's greatest management resource is its employees, who are the source of the value provided to customers. Our experience suggests that highly engaged employees are better able to provide high-quality services to our customers, and that positive customer feedback correlates to an increase in employees' responsiveness to their work. We believe that improving the engagement of each employee leads to the growth of both the individual and the Fujitsu Group.

Based on this concept, to measure the sustainable growth of the Fujitsu Group we established Employee Engagement as a non-financial indicator that shows the mindset of employees and their empathy with the organizational culture. At Fujitsu, Employee Engagement is defined as "an indicator that shows the degree of employees' motivation and attachment to work and their willingness to contribute independently in empathy with the company's direction and purpose." Employee Engagement can also be considered an indicator that illustrates the Fujitsu Group has the necessary human resources and other capabilities, including organizational culture, to gain the trust of customers as a DX partner.



Employee Engagement

The target Employee Engagement value of 75 for FY2022 is a figure that has been determined by benchmarking against global corporations. The actual scores can vary greatly across the Group, because they are impacted by the relevant company's business area, the business environments in different countries and regions, and the diversity of our employees' countries of origin. While it is true that 75 is an ambitious target for the Fujitsu Group, we are nonetheless striving to achieve this goal with the aim of being on par with other global enterprises.

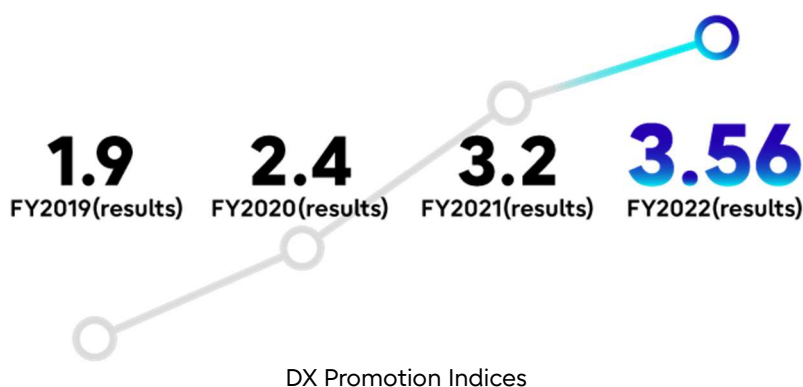
Fujitsu has put in place a structure for global collaboration across all regions to boost engagement. This includes the Center of Excellence, a specialist team dedicated to creating highly engaged organizations, and Human Resource Business Partners, a team of strategic HR partners who are active in every work location. As a specific initiative, we have introduced measures to broaden employees' workstyle options, after clarifying their individual purpose. This includes a semiannual survey conducted on a global basis to measure employee engagement. The objective is to gauge in a timely manner changes in organizational culture, employee workstyles, opinions, and awareness, and to swiftly reflect the outcomes back to management.

Based on the surveys conducted to date, to enhance engagement it is important for senior and middle management to take action together with team members, so this point is being reinforced in every organization. Also, it is crucial that managers and staff develop a strong relationship of trust. Trust is a core feature of the Fujitsu Way and the corporate purpose, and trust is built by discussing a shared vision based on each person's individual purpose and does not flow simply from routine task reporting and discussions. Strong trusted relationships can help to overcome a range of environmental changes and lead to mutual growth for both parties. The surveys include questions to periodically measure these relationships, with the questions leading to mutual opportunities for behavioral change and growth while also serving as a catalyst for initiatives to boost engagement. Non-financial indicators are very effective, and we believe it would be even better if we could incorporate employee engagement data and publish a reference model in the future, based on data analysis, with the aim of improving each of the non-financial indicators.

DX Promotion Indices

To capture the changes that the Fujitsu Group is undergoing on the path to achieving its Purpose, we have specified DX Promotion Indices*2 as one of the non-financial indicators, and we are conducting a maturity diagnosis on our digital transformation (DX) initiatives in a common format across all Group companies globally. By conducting detailed diagnoses for each department, we can gauge the progress of our DX efforts and the outcomes of measures so that they can be linked to future actions. Another objective in specifying these metrics is to accumulate knowledge that can be leveraged when working as a partner on DX projects with customers. By implementing initiatives in line with the DX Promotion Indices and by enhancing the level of DX maturity, we believe the Fujitsu Group can relay to customers through its business activities the insights gained in the process.

*2 Evaluation indicators for digital management reform on a six-point maturity scale, ranging from 0 to 5. There are seven items relating to "Indices for ideal approaches to management for promoting DX and systems" and two items relating to "Indices for development of IT systems as a foundation in achieving DX".



Fujitsu set a numerical target of 3.5 for the DX Promotion Indices in FY2022 but exceeded that with a result of 3.56. According to the Japanese Ministry of Economy, Trade and Industry's DX Promotion Index, companies scoring an average of 3 or more across all qualitative indicators are classified as being a "Noteworthy DX Company". We consider this to be a recognition that we have reached a leading position among Japan's top DX enterprises and the fact that we are also performing at a global level.

Compared with the results from the diagnoses in FY2021, we recorded improvements in three areas: "mindset and corporate culture", "incorporation into the business" and "IT governance framework". In terms of mindset and corporate culture, initiatives such as our job-based personnel system and Fujitsu Innovation Circuit, a business creation program, are now firmly entrenched throughout the company. Regarding incorporation into the business, we accelerated initiatives including Fujitsu Uvance, service delivery reform, and business process transformation, while the promotion of global integration efforts also led to enhancements. Finally, in the area of our IT governance framework, major improvements were triggered by the consolidation of IT systems under the OneFujitsu Project – including OneERP and OneCRM – which led to greater global standardization.

The DX Promotion Indices are specified on the assumption that each company conducts self-diagnosis. To ensure objectivity in the self-diagnoses undertaken at the end of each fiscal year, as a basis for scoring the Fujitsu Group uses input from all employees (gathered in Group-wide semiannual surveys on opinions regarding change) and incorporates a third-party evaluation by Ridgelinez Limited. The feedback from employees is not used solely as the basis for measuring the DX Promotion Indices but is also shared with executives, department heads, and DX leaders across all departments as part of the Group-wide DX project "Fujitra" (Fujitsu Transformation). The objective is to gauge the progress of the Group overall, as well as in each department, and to use the information when making decisions on the next measures to be taken and on any necessary adjustments to the trajectory of the project.

By implementing a range of measures based on the DX Promotion Indices, we have created a foundation that enables all Group employees to adopt initiatives for reform. Furthermore, we view the recognition by external stakeholders of the Fujitsu Group's transformation to be a major achievement.

New Indices

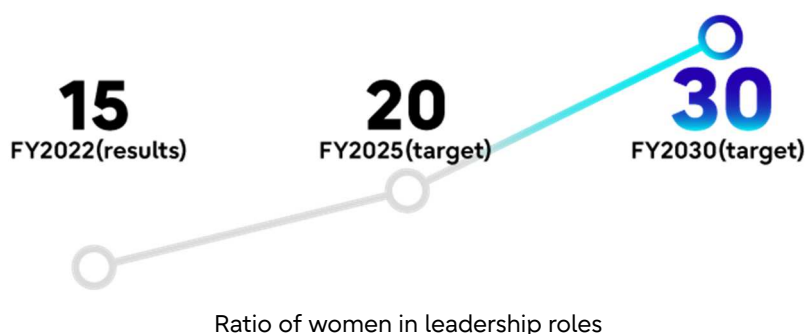
As part of the Medium-Term Management Plan announced in May 2023, in addition to the existing personnel-related indicator of Employee Engagement we specified a new Diverse Leadership indicator, the ratio of women in leadership roles, as well as an environmental indicator for the Reduction of GHG Emissions.

Diverse Leadership (ratio of women in leadership roles)

The DE&I vision for the Fujitsu Group includes “Build an inclusive and equitable culture where everyone belongs and can be completely themselves.” Gender is positioned as one of the five focus areas in the Global DE&I Vision & Inclusion Wheel.

To transition into an enterprise capable of sustainably generating innovations and providing value to customers while meeting the requirements of communities with diversified values, it is essential to create an environment and culture in which a diversity of people can each optimally leverage their different viewpoints and abilities. As a first step toward this objective, we have set the ratio of women in leadership roles as a new non-financial indicator. We based this on the results of research that determined “when the ratio of a minority group in an organization reaches 30% a chain reaction occurs that changes the organizational culture.” The target set for the end of FY2030 is to have a 30% ratio of women in leadership roles throughout the Fujitsu Group, with an interim milestone target of 20% by the end of FY2025.

In addition to achieving the goals described above, to create an environment and culture in which a diversity of people can each optimally leverage their different viewpoints and abilities, we will encourage various initiatives, such as mindset transformation, positive action, and the promotion of Work Life Shift to enhance our working environments.



Reduction of GHG Emissions

The Paris Agreement (COP21), adopted in December 2015, set out a long-term, shared worldwide goal of limiting the average global temperature increase to considerably less than 2°C and preferably 1.5°C over pre-Industrial Revolution temperatures, as well as the goal of carbon neutrality (net zero emissions) by the second half of this century. Subsequently, following a review of climate change impacts (loss, damage, etc.) based on the latest scientific knowledge, it was declared at the COP26 Glasgow Agreement that the preferred 1.5°C target would now become the actual target and that the world must aim to achieve net zero by mid-century (around 2050). These rapid changes led the Fujitsu Group to announce a target of net zero for GHG emissions in its supply chain by FY2040, with an interim target of net zero for GHG emissions in Fujitsu’s own business areas by FY2030. To help achieve these objectives, we released the Environmental Action Plan (Stage XI). This plan runs up to FY2025, a milestone on the path to the targets, and will give shape to our specific initiatives as we work toward the realization of carbon neutrality.



Fujitsu Group - Scope 1,2*
*Adjusted for business acquisitions and divestitures



Fujitsu Group - Scope 3*
*Category 11 CO₂ emissions due to product power consumption only

GHG emissions FY2025 target (compared to FY2020)

As a leading SX company, Fujitsu has a role to play in applying technology to help solve challenges for customers and society while expanding and enhancing the value provided as we collaborate with customers and partners to achieve a sustainable future. It is therefore essential to confirm the global trends and the actions taken in regard to climate change challenges, because a delayed response could lead to a loss of business opportunities. Against this backdrop, we consider the reduction of GHG emissions to be a critical issue and are working on it as one of our non-financial indicators.

Intellectual Property (IP) Strategy to Support Fujitsu's Purpose

Policy (IP Management and Corporate Value)

Fujitsu's Purpose is to make the world more sustainable by building trust in society through innovation. To achieve this, the aim of our intellectual property management policy is to contribute to innovation and new value creation in the Fujitsu Group by strategically building and utilizing intellectual capital, including our technology, our brand and our designs.

Intellectual property management has two facets. One is the construction of an intellectual property portfolio by acquiring the rights for the intellectual capital already held by the Fujitsu Group and then using that portfolio to create new value. The other facet is risk management, which consists of lowering the incidence of risks likely to diminish our corporate or social value, primarily through measures that promote respect for and prevent violations of our rights and those of third parties.

Contributing to Value Creation

We are progressing and appropriately managing the acquisition of the rights to the technology developed by the Fujitsu Group and to the designs and brands created to deploy that technology in the community. This expands our opportunities for generating licensing income, better differentiates our offerings from the technologies and services provided by competitors and maintains or enhances the competitive advantage of Fujitsu Group technologies and services.

We are also assisting with the search for new growth opportunities by investigating, analyzing and sharing information on a wide range of global technology trends, including the status of patent applications in strategically important areas for the Fujitsu Group. Open Source Software (OSS) is an indispensable resource for digital services, and Fujitsu is an active participant in the OSS community, helping to create environments that promote innovation and build a value co-creation ecosystem by formulating rules for the use of intellectual property.

Reducing the Risk of Value Loss

One important way to reduce the risk of losing corporate value by protecting intellectual property. Third party violations of rights held by the Fujitsu Group not only obstruct the progress of our business strategy, they also have the potential to negatively impact customers' trust in the Fujitsu brand in a competitive environment. For this reason, we constantly monitor for violations of our rights, and where a proposal is discovered that could potentially cause a rights violation, we immediately put in place appropriate countermeasures.

Fujitsu's Code of Conduct which, together with our Purpose and Values makes up the Fujitsu Way, clearly states our commitment to respecting and protecting intellectual property and respecting the intellectual property rights of others, just as they respect our own acquisition of rights to intellectual capital. We are formulating Rules for Handling Intellectual Property Rights that link this Code of Conduct to specific actions, and these rules are being applied to Fujitsu and Group companies in Japan that undertake actions involving intellectual property. We are also working to reduce the risks of violating rights held by third parties through measures such as thoroughly researching patent violation avoidance, careful OSS license management, and responding to in-house consultation requests concerning the terms of intellectual property agreements.

➤ [Fujitsu's Intellectual Property](#)



Structure of the Intellectual Property Division

The Intellectual Property Division (the Intellectual Property Global Head Office), which belongs to the Legal and Intellectual Property Unit under the General Counsel, consists of the IP Intelligence Service Office, which supports research laboratories and provides IP landscapes to the front office, the Intellectual Property Strategy Office, which formulates and promotes company-wide intellectual property strategies based on communication with management, and the Intellectual Property Center, which implements intellectual property portfolio construction. In addition to collaborating within the division, we also work with the Legal and Intellectual Business Promotion Center, which is affiliated with the Global Business Legal Department and promotes intellectual property activities for business producers and SEs, and Fujitsu Techno Research Ltd., which provides intellectual property-related services, to execute intellectual property management.

The formulation of IP management strategy and policy for the activities of the Intellectual Property Division is not limited solely to the Division itself, but is undertaken in collaboration with the Technology Units headed by the Chief Technology Officer (CTO) and Chief Portfolio Officer (CPO) and with the responsible IP strategy managers within the Business Units. In this way, IP management is integrated with our broader management strategy and business portfolio strategy. In addition, at meetings of the Independent Directors & Auditors Council, which includes external directors and auditors, the Head of the Legal and Intellectual Property Unit reports on the strategy and progress of intellectual property management and provides opportunities for discussion with management.

Group-wide Global Collaboration

Fujitsu has developed an intellectual property governance structure to make the best possible use of its intellectual capital throughout the Fujitsu Group. This ensures that IP-related activities undertaken by Group companies in Japan are integrated. Where a company undertakes independent IP activities as a partial exception, a reporting line is set up and the activity is conducted through close collaboration. Globally, including the utilization of the reporting line, regular meetings are held involving regional IP managers in Europe, India, China, Australia and the United States. Additionally, through intellectual property support for research facilities established in another 8 countries around the world to ensure that all IP management conforms to the realities of global business.

Collaboration with Technology and Business Portfolios

Fujitsu's stated purpose is: "To make the world more sustainable by building trust in society through innovation", and our key strategies have sustainability as their starting point. One of the key strategies for the Intellectual Property Division is its Technology strategy, which is to enhance its core technologies with AI as the focus. Taking a structured approach to progressing Fujitsu's IP activities in collaboration with our Technology and Business Portfolio strategies helps to maintain and strengthen the Fujitsu Group's competitive advantage and acquire new business opportunities. IP activities go far beyond merely exercising our IP rights to generate licensing income. Our focus is on growing our customer base and strengthening our negotiating position by highlighting the Fujitsu Group's technological strengths and the superiority of its offerings, and by distinguishing our own offerings from those of our competitors. We achieve this through activities such as

discovering patents at the development stage and acquiring the rights for those patents, and then highlighting those patents during business negotiations.



In Japan, activities of the Intellectual Property Division are carried out together with those Group companies engaged in IP activities. There are some exceptions, in which the Intellectual Property Division establishes reporting lines to, and implements closely coordinated activities with, certain companies that conduct IP activities independently.

The Division has also established global reporting lines with regional intellectual property managers (IP CoE) in Europe, China, Australia and the United States, and holds regular meetings to ensure that all IP activities conform to the realities of global business.

Initiatives

Fujitsu's purpose is: "To make the world more sustainable by building trust in society through innovation", and we pursue our key strategies with sustainability as the starting point, as set out in the Medium-Term Management Plan released in May 2023. In terms of investment in intellectual property, Fujitsu is building an IP portfolio intended to create added value in our services business and is enhancing AI-centered technologies as part of our Technology strategy, one of our key strategies. We are also engaged in leveraging IP for co-creation, including collaboration to help achieve the SDGs under the FUJITSU Technology Licensing Program™ for SDGs. The Company is also engaged in using OSS, international standardization and rulemaking to establish social rules that engender trust and confidence in deploying Fujitsu's advanced technologies, and strategic initiatives to support the Key Focus Areas from a brand and design perspective.

The following section highlights case studies of open innovation involving key technologies where particular emphasis is placed on building an IP portfolio, as well as case studies of IP activities aimed at solving societal challenges, case studies of open innovation where IP is used for co-creation, and case studies of international standardization and rulemaking that address the creation of social rules that can be used globally.

Open Innovation Cases Studies

Computing: Digital Annealer (Co-creation with MELCO Investments)

Deploying the Digital Annealer architecture in stock portfolio optimization calculations

Having developed Digital Annealer (DA) as a quantum-inspired architecture dedicated to solving combinatorial optimization problems at high speed, Fujitsu is applying for numerous patents, primarily for the core technology. The Company has been conducting trials and co-creation with clients based on differentiated technologies that are supported by patents. In the area of investment in equities managed by MELCO Investments, DA was successfully used to generate portfolios comprising combinations of stocks with the lowest risk. As a result, MELCO Investments began using DA to manage financial assets in some areas of its actual portfolio management operations in January 2022.

Conventional approaches to performing optimization calculations to determine the optimal portfolio from several hundred stocks were highly impractical because they required massive computing power and a lot of time. Using Fujitsu's DA, it is now possible to perform this task in about 10 minutes. This has enabled MELCO

Investments to use analytical results, based on more accurate calculations, in their actual asset management operations.

- [MELCO Investments: How Digital Annealer is Pushing the Boundaries of Financial Services](#)
- [Pushing the Boundaries of Financial Services with Digital Annealer](#)

Networking: IOWN (Strategic Business Alliance with NTT)

Joint R&D to develop next-generation 6G network technology

NTT Corporation and Fujitsu forged a strategic business alliance in April 2021 to engage in joint R&D activities toward the "realization of a sustainable digital society." The innovation created through this alliance is designed to contribute to achieving the vision of a new low-energy, high-efficiency digital society through global, open collaboration with a wide range of partners who support the Innovative Optical and Wireless Network (IOWN) initiative.

Through this alliance, the two companies aim to conduct joint research in fields where both can leverage their strengths, backed by communications technologies such as the world's most advanced optical technologies for which NTT and Fujitsu combined hold the largest number of patents worldwide. With their operational expertise, plus Fujitsu's world-leading computing technologies, the companies aim to fulfill their shared vision through global, open innovation that leverages the results of their research.

- [NTT and Fujitsu Embark on Strategic Alliance to Drive "Realization of Sustainable Digital Society"](#)

AI: Joint Development with Subaru

Employing AI modeling to deliver quality assurance in manufacturing

Subaru Corporation and Fujitsu have been co-creating through PoCs, development, and trials since 2019, using high-precision AI modeling to deliver quality assurance in the engine component (camshaft) grinding process. As part of this collaboration, the two companies created and commercialized the industry's first AI invention to implement automated quality inspection and prediction of engine parts, and jointly applied for patents. In addition, the two companies developed and verified the "FUJITSU Manufacturing Industry Solution COLMINA Production Line Quality AI Operation and Management Package", which provides management support for the AI model in anticipation of mass production operations. The system became fully operational in February 2022. As a result, quality assurance during engine component grinding was achieved with high precision and in real time. The AI model continues to operate at an efficient level, maintaining AI model quality on an ongoing basis. Furthermore, Subaru established an AI platform to improve the level of quality assurance using real-time data throughout its Gunma Manufacturing Division, including at the Oizumi Plant.

- [High-precision AI Model Providing Quality Assurance in Engine Part Machining Processes Begins Full-Time Operation on SUBARU Production Lines](#)

Solving Societal Challenges: Antenna – a Wearable User Interface that Turns Sound into Vibration

A mixed-IP strategy to support solutions to societal challenges

Antenna is a radically new user-interface device that can be worn on the hair, earlobe, collar, cuff, etc., enabling the wearer to pick up tonal characteristics through vibration and light. It was developed in collaboration with the Deaf and the hard-of-hearing to enable a future that they can enjoy together with the hearing.

Antenna is characterized by a gently rounded shape that does not feel unpleasant as it can be worn like a hairpin. Fujitsu has applied for and registered design patents for the main body, the battery charger, and the controller that can control multiple Antenna devices, and has also registered the shape of the main body as a 3D trademark. Fujitsu has also applied for and registered patents for Antenna's charging method and communication system, using a mixed-IP strategy to protect the main body and peripheral devices.

Antenna was awarded the "Imperial Invention Prize" in the 2022 National Commendation for its design patent. It has also won several other awards including the 2019 Good Design Award "Gold Prize," the IAUD International Design Award "Grand Prize," and the Local Invention Award from the Commissioner of the Japan Patent Office, earning high acclaim from both inside and outside of Fujitsu.



Antenna worn in the hair and on the collar

- > [Antenna -- Using Rights Protection Activities in a Mixed-IP Strategy/Turning Sound into Vibration to Enable Sound to be Appreciated by All](#)
- > [Antenna](#)
- > [Imperial Invention Prize Awarded to the Design for a Wearable Device Design That Senses Sound as Vibration or Light](#)

Co-creation: FUJITSU Technology Licensing Program™ for SDGs (Haloworld)

Co-creative development of 3D Scanner "BeTHERE"

Fujitsu is promoting the brand FUJITSU Technology Licensing Program™ for SDGs, an initiative that encourages companies and academic institutions to use the Group's intellectual property including patents and know-how as a key means of contributing to SDGs to make the world more sustainable through innovation. Fujitsu engages in collaboration via WIPO GREEN (an online platform for the exchange of environmentally friendly technologies) and IP matching programs at the national and local government levels, at financial institutions, and at universities. This contributes to the social diffusion of Fujitsu technologies to help advance a resolution to COVID-19, to conserve the environment, and to revitalize Japan's regional economies.




One case study of IP matching is the development of the BeTHERE 3D Scanner, commercialized after robotics startup Haloworld was given a demonstration of Fujitsu's patented 3D digitizing technology prototype in 2019. This led to collaboration and the licensing of the patent to Haloworld.

BeTHERE is a 3D scanner that can capture 360-degree images at a chosen location and check the captured data on the spot. It performs texture mapping to map the captured images to 3D point cloud data where distances can be determined. With mass production in mind, Haloworld received the license to the technology for integrating (aligning) 3D point cloud data recorded multiple times from different locations. The company also upgraded the user interface to enhance operability and made additional improvements, such as dustproofing and drip-proofing, as well as improving the measurement accuracy by applying the latest LiDAR (Light Detection and Ranging) sensor to measure the distance to an object.

> Haloworld Inc.: Development of the 3D Scanner "BeTHERE"

BeTHERE

* "Like Being There"

		
<p>Compact & lightweight, easy to install</p> <p>WiFi remote control</p> <p>Has a measurement data transmission function</p>	<p>3D measurement time: 30 sec</p> <p>Easily consolidate multiple data points</p> <p>Modeling of 3D visualizations</p>	<p>3D measurement in all directions</p> <p>Distance radius: max 60 m</p> <p>Up to 2,770,000 points/measurement</p>

[3D scanner "BeTHERE"]

Data & Security: Rulemaking Activities to Promote Take-up of Japanese Electronic Seals

Developmental and industry activities for electronic seals that enable secure and smooth transactions involving digital documents

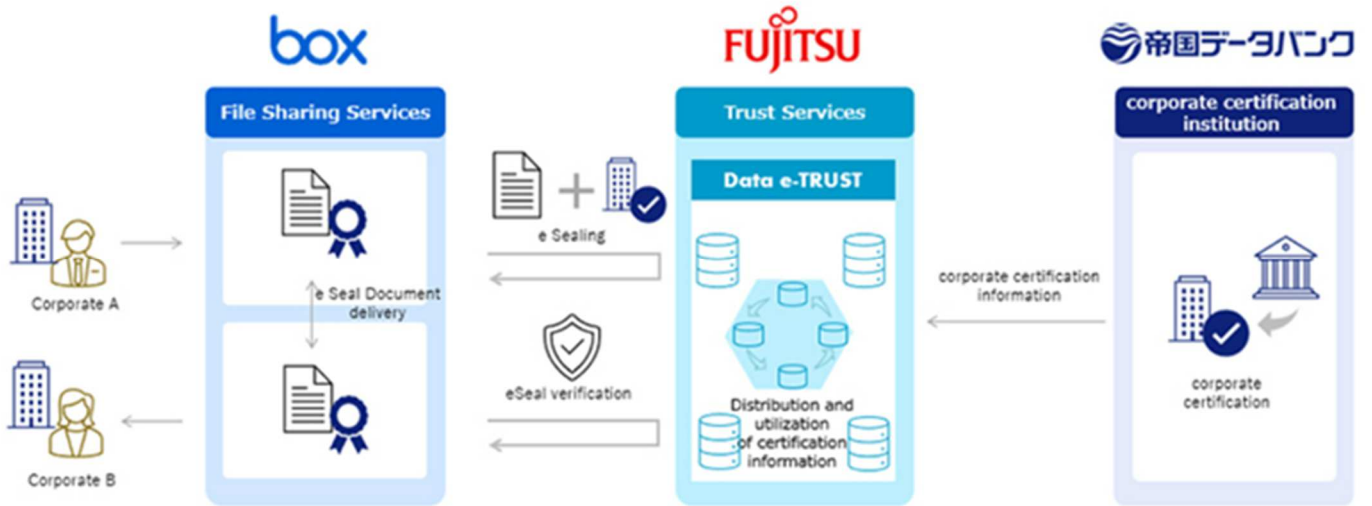
Between April and September 2022, Fujitsu, Teikoku Databank, Ltd and several other companies conducted a demonstration test for the social implementation of the Japanese version of electronic seal (e-seal). An e-seal is a mechanism for guaranteeing the legitimacy of the issuing organization when documents are exchanged digitally, and e-seal has been specified in "Guidelines for e-seals" issued by the Ministry of Internal Affairs and Communications (MIC).

By linking Fujitsu's "Fujitsu Computing as a Service Data e-TRUST" service and Teikoku Databank's knowledge of corporate identity certification, we confirmed the usefulness of e-seal in actual business operations such as digital document exchange between companies. We then published a report with recommendations on standards and systems derived from them.

The Japan Digital Trust Forum (JDTF) to which both Fujitsu and Teikoku Databank are members are engaged in making rules and building mechanisms that will help in achieving trust in data (digital trust). This includes helping with research into e-seal systems as well as broader investigations looking at requirements for the wider use of e-seals, both technologically and operationally, and then publishing those findings as instruction manuals.

To build a society in which transactions involving all digital documents are conducted both securely and smoothly, Fujitsu is working to promote the broader adoption of e-seal through rulemaking activities, including proposals with partner companies and cooperation activities within industry associations.

> Secure social data distribution. Teikoku Databank and Fujitsu's Challenge to Promote e-seals



Service model image used in demonstration test



Sustainability Management

Our vision and the policy for achieving a sustainable society.

Sustainability Management in the Fujitsu Group

Policy, Promotion Scheme, and Review

The Fujitsu Group has always been seen by society as a trustworthy and responsible enterprise through its delivery of products and services. However, in the current era of VUCA (*1) we face major changes and the future is difficult to predict. It is therefore important that we, as a member of the global community, conduct business activities under the leadership of senior management that are aimed at resolving environmental, societal and economic problems and that will produce beneficial impacts for society. In April 2020, we established a Sustainability Management Committee that will drive a sustainability-focused management approach under the supervision and direction of the Board of Directors Meeting and the Executive Management Council Meeting. As of fiscal 2023, the committee is made up of members of the Board of Directors, including Representative Directors Mr. Tokita (Chairman), Representative Directors Mr. Furuta (Vice Chairman), and Director Mr. Isobe.

The objective of this committee is sustainability management that takes into account environmental, societal and economic impacts as well as stakeholder (*2) interests, ensuring that the company prospers in the long term as a responsible global enterprise. Specific initiatives will be in line with our values and our purpose, set out in the revised Fujitsu Way, and will include boosting our efforts in non-financial areas. These include respect for human rights, acceptance of diversity and equity, human resource development, maintenance of the global environment and contributing to the development of regional communities. Our goal is to achieve sustainable, long-term improvement in the corporate value of the Fujitsu Group.

The committee is scheduled to meet every six months, and on an ad hoc basis as required, to check on the progress of our activities in non-financial areas and to confirm and discuss if we are on track to meet our targets for the non-financial indicators. The committee will also discuss new activities, including in sustainability businesses, and then report to the Executive Management Council Meeting and the Board of Directors Meeting with the results. The committee is chaired by the CEO, who will nominate executives with a perspective on sustainability management for appointment as committee members. (As of May 2023, the committee had 13 members, including the chair.) The first committee meeting was held in April 2020, followed by semiannual meetings – with the most recent meeting held in March 2023. To date, the meetings have been characterized by lively discussions on topics such as the COVID-19 pandemic, the accelerating global movement toward carbon neutrality, the ideal future shape of the Fujitsu Group, the mission of the committee, details of the non-financial indicators, an overview of Global Responsible Business activities and progress toward achieving the related targets.



System Chart

*1 VUCA: Volatility, Uncertainty, Complexity, Ambiguity

*2 The Fujitsu Group's stakeholders: The Fujitsu Group regards our people, customers, partners, community and shareholders as its stakeholders. Government authorities, NPOs, NGOs, and similar organizations are also particularly important stakeholders within this community.

Global Responsible Business

Since its CSR Promotion Committee established the Basic Strategy Working Group in 2010, the Fujitsu Group has identified Five Priority Issues in its Basic CSR Policy and has been promoting activities that address those priority issues. The working group conducted interviews with outside experts regarding the expectations and demands on Fujitsu, based on an awareness of global CSR standards and social issues.

However, recent years have seen a further ramping up of demand for initiatives aimed at responding to challenges on a global scale, including the adoption of the Sustainable Development Goals (SDGs) by the United Nations and the coming into effect of the COP 21 Paris Agreement related to climate change. The Fujitsu Group has employed a materiality analysis in a Groupwide review of the priority issues to ensure that they reflect changes in its business over the past several years. The result was the establishment of a unified framework for the priority issues under the new name of Global Responsible Business (GRB).

Global Responsible Business

The GRB framework aims to foster the mindset and corporate culture necessary to realize the Fujitsu Way by engaging in specific activities that address our priority issues and to earn and maintain the social trust that is a prerequisite for global business activities. All Group employees must be constantly aware that their companies are part of society and aim to not only pursue profits but also reduce the negative impact of their business activities on sustainability issues while maximizing the positive.

To achieve these objectives, we specified goals for each priority issue with March 2023 set as the deadline for achievement and we have been engaged in a range of activities. We have set new goals with a deadline of March 2026 and, in order to carry out higher-level activities globally while taking into account the differences between countries and regions in such areas as local laws and labor markets, we have set Groupwide targets for all employees. Employees based at our headquarters who are responsible for each of the priority issues led efforts in formulating these targets, while personnel in overseas regions with similar responsibilities also provided input in this regard. We will continue to work on specific measures toward achieving the goals.

Raising Awareness and Disseminating Information Internally and Externally



To realize our corporate purpose, we engage in businesses that have a beneficial impact on resolving challenges in society, and to conduct our operations in a responsible manner throughout all business activities, we are implementing a range of measures to raise awareness and enhance our employees' understanding of GRB. In addition, we disseminate information outside the company to convey to stakeholders the Fujitsu Group's position on sustainability management and related initiatives





- At internal and external events and presentations, we introduce the non-financial framework around Fujitsu's sustainability management and explain how an executive leader has been appointed for each of the priority issues as we implement initiatives on a global basis.
- Employee understanding is further enhanced through our intranet sites in Japanese and English, which are updated as required by GRB operations staff.
- We published a series of 10 articles in Fujitsu's in-house magazine, in both Japanese and English, featuring overviews of each of the priority issues as well as specific initiatives. A survey conducted on this series revealed that approximately 90% of those who read the articles responded that they developed a deeper understanding of GRB, while around 60% stated that they had changed their way of thinking and behavior. This illustrates the link to improved understanding and empathy.
- We conduct employee awareness surveys in relation to sustainability and utilize the responses when planning and implementing internal and external initiatives.
- In terms of business involvement, we incorporate the GRB perspective in our proposal process to help our customers solve their sustainability-related management issues. Contents on GRB initiatives such as environment and wellbeing are included in the proposal materials provided to customers, as we work to promote further usage and deployment in frontline business interactions.

Reference




- [GRB Goals for FY2025](#)
- [GRB Goals and Major Achievements in FY2022](#)



GRB (Global Responsible Business) Goals for FY2025



"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2025"	
 <p>Human Rights and DE&I</p>	<p>◆Human Rights</p> <p>In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value".</p> <p><Goals></p> <p>Prevent and mitigate Human Rights risks throughout our value chain</p> <ul style="list-style-type: none"> • Conduct continuous Human Rights e-learning courses (maintain an attendance rate of 90% or more) • Hold annual Stakeholder Dialogue sessions • Work with our partners, customers and NGOs to establish activities that enable Human Rights, using Fujitsu's expertise and technologies <hr/> <p>◆Diversity, Equity & Inclusion (DE&I)</p> <p>Be a responsible business that reflects the diversity of our world. Build an inclusive and equitable culture where everyone belongs and can be completely themselves. We will celebrate difference and ensure that people can succeed regardless of their personal identity. Through inclusive design and innovation, we will endeavor to make a positive impact within society and empower each other to make the world more sustainable.</p> <p><Goals></p> <p>Ensure all employees feel supported and respected at Fujitsu regardless of age, gender, culture, ethnicity, sexual orientation, identity, and ability</p> <ul style="list-style-type: none"> • Improve the average employee engagement survey score relating to the question on "Respect for individuals" by 7 points (to 80) <p>Build an inclusive and equitable culture where everyone belongs and can be completely themselves</p> <ul style="list-style-type: none"> • Improve the average employee engagement survey score relating to the question on "Equal opportunity" by 4 points (to 74) <p>Have equal representation of women in Fujitsu with an additional focus on leadership roles</p> <ul style="list-style-type: none"> • Increase the ratio of women in leadership roles to 20% across Fujitsu <p>Reflect the societies we work in, from executive level downwards and promote respect and tolerance to achieve a culturally aware and unbiased work environment</p> <ul style="list-style-type: none"> • Build and deliver an integrated, holistic strategy for Culture and Ethnicity which is globally relevant and incorporates local initiatives <p>Drive LGBTI+ inclusion best practice to support employees and their families across all Fujitsu locations</p> <ul style="list-style-type: none"> • Implement FWEI (Fujitsu Workplace Equality Index) Standards to deliver opportunity and belonging for LGBTI+ colleagues <p>Ensure that all employees, customers, and members of society can use our solutions, products, services, and systems and can understand our communications</p> <ul style="list-style-type: none"> • Advocate and improve digital accessibility as part of corporate strategy which covers brand communication, customer experience and workplace
 <p>Well-being</p>	<p>Achieve a state in which each individual can realize their work and private life as they envision, and they have the discretion and decision-making power to achieve self-realization.</p> <p><Goals></p> <p>Each employee can understand and talk about their own Well-being</p> <ul style="list-style-type: none"> • Well-being: <ul style="list-style-type: none"> • Send messages globally to promote understanding of Well-being • Develop Well-being Indicators

	<ul style="list-style-type: none"> Occupational Health & Safety Zero occurrences of serious accidents
 <p>Environment</p>	<p>Fujitsu will fulfill its social responsibilities as a global corporate SX leader. In addition to achieving our carbon neutrality goals, we will solve various environmental challenges by providing innovative solutions through co-creation with our customers.</p> <p><Goals> (*)</p> <p>Fulfill our social responsibilities and help to resolve environmental challenges</p> <ul style="list-style-type: none"> Reduce greenhouse gas (GHG) emissions from Fujitsu facilities and the supply chain with the aim of achieving Science Based Targets (SBT) net zero Avoid risks associated with our business activities and minimize our impact on the environment Help to resolve environmental challenges for customers and society through our business operations <p>* Specific targets are set in the Fujitsu Group Environmental Action Plan (Stage XI)</p>
 <p>Compliance</p>	<p>Ensure that all officers and employees within the Fujitsu Group conduct their business activities with a high level of compliance awareness, and through those activities the Fujitsu Group becomes a trusted corporate group that is chosen by stakeholders for investment, business transactions, and employment and that fulfills its role as a model for society.</p> <p><Goals></p> <p>To ensure that the entire organization is familiar with the Fujitsu Way Code of Conduct, relating to compliance, the Global Compliance Program (GCP) will be implemented throughout the Group to instill a high level of awareness toward compliance. The management team will take the lead in fostering a corporate culture where no employees tolerate any kind of misconduct (Zero Tolerance). We will expand our corporate activities in accordance with the GCP and also seek the understanding of all stakeholders involved in our business</p> <ul style="list-style-type: none"> Send out annual messages on the importance of compliance from management in Fujitsu's head office, including the CEO, and from the heads of Group companies in each country Provide annual compliance training to more than 100 business partners Prevent bribery and cartels from occurring
 <p>Supply Chain</p>	<p>The Fujitsu Group will realize a responsible supply chain that takes into consideration human rights, health and safety, and the environment and also ensures diversity.</p> <p><Goals></p> <p>Prevent and reduce human rights risks in the supply chain</p> <ul style="list-style-type: none"> To prevent problems from occurring, create a system that promotes visualization of suppliers and identification of issues in parallel with requests for compliance with procurement guidelines <p>Promote GHG emission reductions in the supply chain</p> <ul style="list-style-type: none"> Request major suppliers to set numerical targets in line with international standards in order to jointly promote GHG emission reductions (The goal is that emission reduction targets equivalent to SBT WB2°C be set by major suppliers) <p>Ensure supply chain diversity</p> <ul style="list-style-type: none"> Establish diversity indicators and activities based on the social needs in each region and country Create a system to measure the status of supplier initiatives, with activities in Japan defined as women's empowerment
 <p>Community</p>	<p>Every employee is increasing their empathy for social issues and engaging in activities through collaboration and co-creation with a wide range of stakeholders, making a significant and positive impact on society, thereby creating growth opportunities for Fujitsu and contributing to the realization of Our Purpose.</p> <p><Goals></p> <p>Foster our corporate culture for community activities* and make an impact on society</p> <ul style="list-style-type: none"> Employees participate in community activities (20% of employees) <p>* Community activities: Activities aimed at creating value by resolving challenges in society through global cooperation with local communities, which are important stakeholders</p>

GRB (Global Responsible Business) Goals and Achievements in FY2022

	"WHAT FUJITSU ASPIRES TO BE" and "GOALS FOR FY2022"	Major Achievements in FY2022
 Human Rights and DE&I	<p>◆Human Rights</p> <p>In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value".</p> <p><Goals></p> <p>Embedding "respect for human rights" within the Fujitsu Group</p> <ul style="list-style-type: none"> Completion rates for global human rights training : 80% 	<ul style="list-style-type: none"> Conducted e-learning on business and human rights for all Group employees in 16 languages worldwide. Attendance rate: 92%
	<p>◆Diversity, Equity and Inclusion (DE&I)</p> <p>Be a responsible business that reflects the diversity of our world. Build an inclusive and equitable culture where everyone belongs and can be completely themselves. We will celebrate difference and ensure that people can succeed regardless of their personal identity.</p> <p>Through inclusive design and innovation, we will endeavor to make a positive impact within society and empower each other to make the world more sustainable.</p> <p><Goals></p> <p>Cultivation of inclusive corporate culture.</p> <ul style="list-style-type: none"> The Fujitsu Group aims to achieve at least consolidated 69% from 66%(FY2019) / non-consolidated 63% from 59%(FY2019), in favorable answers to Diversity, Equity and Inclusion question in the engagement survey by FY2022. The Fujitsu Group aims to achieve at least consolidated 10% from 8%(FY2019) / non-consolidated 9% from 6%(FY2019) female leadership by FY2022. 	<ul style="list-style-type: none"> Favorable answers rate of engagement survey related to "Diversity, Equity and Inclusion" question <ul style="list-style-type: none"> Consolidated 73% Non-consolidated 69% Female leadership rate <ul style="list-style-type: none"> Consolidated 10.8%* Non-consolidated 9.1% <p>* In the past, standards for leadership rates were set by region, but from FY2023 a unified global standard has been set at 15% on a consolidated basis.</p>
 Well-being	<p>To create an environment where all employees can work positively and healthily in both mind and body. We will also endeavor to provide opportunities for employees to develop personally and display their abilities to the fullest extent.</p> <p><Goals></p> <p>Providing a positive work environment</p> <ul style="list-style-type: none"> An average score of 71 globally for "Work Life Balance" and "Well-being (*1)" in the engagement survey <p>Provide opportunities for employees to develop personally and display their abilities to the fullest extent</p> <ul style="list-style-type: none"> An average score of 70 globally for "Growth Opportunities" in the engagement survey 	<ul style="list-style-type: none"> Global average score for "Work Life Balance" and " Well-being (*1)" : 67 Global average score for "Growth Opportunities" : 71
 Environment	<p>Fujitsu will fulfill its social responsibilities as a global corporate environmental leader. We aim to contribute to achieving the 1.5°C climate change goal of the Paris Agreement and also to resolving environmental challenges, through such measures as developing innovative solutions that make effective use of resources.</p> <p><Goals></p> <p>Fulfill our social responsibilities and help to resolve environmental challenges</p>	<ul style="list-style-type: none"> Greenhouse gas emissions reduction rate: <ul style="list-style-type: none"> Actual 47.5% ; 403,000 tons-CO₂ against a target of 37.8% or more reduction; down to 478,000 tons-CO₂ or less (reduced by 4.2% each year compared with FY2013) Renewable energy usage ratio: actual 30.0% against a target of 16% or more

	<ul style="list-style-type: none"> • Reduce greenhouse gas emissions at Fujitsu sites by 37.8% or more from the base year level (reduce by 4.2% each year compared with FY2013) • Avoid risks associated with our business activities and minimize our impact on the environment • Help to resolve environmental challenges for customers and society through our business operations 	<ul style="list-style-type: none"> • Avoid risks and minimize our impact on the environment : [Business sites] • Improve power usage effectiveness (PUE) at datacenters: actual 1.57 against a target of 1.54 • Water usage: actual 87,645 m3-reduction from the previous year against a target of 30,000 m3 or more • Promote eco design for resource savings and circulation and increase resource efficiency of newly developed products: actual 11.2% against a target of 10% or more (compared with FY2019). [Supply Chain] <ul style="list-style-type: none"> • Reduce CO₂ emissions due to power consumption during product usage: actual 25% against a target of 17% (compared with FY2013). • Reduce CO₂ emissions and conserve water resources in the upstream supply chain: request the Fujitsu Group's key partners to undertake reduction activities, 100% completed • Help to resolve environmental challenges: <ul style="list-style-type: none"> • Transfer of carbon-neutral knowledge to business units • Improving the professional skills of employees by conducting in-house education such as seminars, workshops and e-learning courses • Support customer proposals to resolve environmental issues
 <p>Compliance</p>	<p>Ensure that all officers and employees within the Fujitsu Group conduct their business activities with a high level of compliance awareness and through those activities, the Fujitsu Group fulfills our social responsibilities and earns the trust of our stakeholders.</p> <p><Goals> To further disseminate compliance-related part of the Fujitsu Way Code of Conduct throughout the entire organization, the Global Compliance Program is rolled out for the entire Fujitsu Group, thereby instilling a high level of compliance awareness in the organization, and the management is to take the lead in fostering a corporate culture where each employee does not tolerate any wrongdoings (Zero Tolerance).</p> <ul style="list-style-type: none"> • Deliver messages from the president or the heads of each business group/region on the importance of compliance (at least once a year) 	<ul style="list-style-type: none"> • Delivered messages to all employees from the CEO, the heads of each business region, and presidents of Group companies in each country on the importance of compliance at Fujitsu Compliance Week to coincide with International Anti-Corruption Day
 <p>Supply Chain</p>	<p>In its supply chain, the Fujitsu Group will achieve responsible procurement that embraces diversity and gives full consideration to human rights, the environment and health & safety.</p> <p><Goals></p> <ul style="list-style-type: none"> • The Fujitsu Group will achieve responsible procurement in its supply chain. 	<ul style="list-style-type: none"> • Availability of any of the following documents : 100% <ul style="list-style-type: none"> • A platinum or gold level of site recognition under the RBA Audit Recognition program • Written consent with the Fujitsu Group CSR Procurement

	<p>To ensure that its major suppliers comply with the international standards for responsible procurement, the Fujitsu Group will obtain one of the following documents from its major manufacturing subcontractors and parts suppliers for its core products (Target KPI =100%)</p> <ul style="list-style-type: none"> • A platinum or gold level of site recognition under the RBA (*2) Audit Recognition program • Written consent with the Fujitsu Group CSR Procurement Guideline (equivalent to the RBA Code of Conduct) • Promotion of supply chain diversity We set supply chain diversity as our goal of Responsible Business and promote it globally. • Reduction of Greenhouse Gas (GHG) Emissions in Supply Chain We requested our foremost suppliers to set the quantitative targets complying with international standards to reduce GHG emissions 	<p>Guideline Achievement: 100% obtained</p> <ul style="list-style-type: none"> • Achieved procurement KPIs from enterprises with diverse attributes, such as SMEs, women's management, and minority enterprises in the UK, the Americas, and Oceania <p>Achievements:</p> <ul style="list-style-type: none"> • Achieved key targets in each region/country • Determined women's empowerment as the perspective and target for diversity in Japan • Completed to request 293 companies to participate in our briefing for target setting <p>Achievement: Understood the situation with suppliers, requested responses and provided support in line with targets</p>
 <p>Occupational Health and Safety</p>	<p>The Fujitsu Group's first priority in all business activities is to protect the health and safety of our employees both in mind and body by providing a safe and healthy work environment tailored to the different cultures in which we operate.</p> <ul style="list-style-type: none"> • We will foster a culture that does not tolerate accidents, incidents and poor safety performance. • We will ensure safety is a core business value, and make safety important and personal in order to influence people's decisions and behavior • We will completely eliminate the loss of business opportunities due to preventable illnesses, injuries, and unexpected work-related accidents <p><Goals> The Fujitsu Group will maintain a safe and comfortable working environment, and promote employees' mental and physical health in every workplace.</p> <ul style="list-style-type: none"> • Zero occurrences of serious accidents • Implementing health and safety-related management reviews at the global level, conducted once a year 	<ul style="list-style-type: none"> • One serious accident • Replaced management reviews in each country/region with meeting structures (such as the Central Safety and Health Committee and the Europe, GD and Americas OH&S Leadership Forum)
 <p>Community</p>	<p>Our employees, who possess an awareness that they belong to a global society, will have a positive impact not just on society, but on the economy and on business, by increasing their empathy for social issues and engaging in the co-creation of activities.</p> <p>We will evaluate, analyze and communicate the impact that our employees have made, and offer greater value to society.</p> <p><Goals> Contributing to the transformation of both our corporate culture and mindset of employees</p> <ul style="list-style-type: none"> • Rate of increase in the number of employees participating in social contribution activities related to social issues : 10% increase compared with FY 2019 under the "new normal" situation 	<ul style="list-style-type: none"> • Increase of 38% compared with FY 2019

(*1) "Work Environment" has been changed to "Well-being" from FY22.

(*2) RBA: Responsible Business Alliance

[Fujitsu Joins EICC, a Global Corporate Social Responsibility Coalition \(renamed as the Responsible Business Alliance \(RBA\) in October 2017\)](#)

SDG-related Activities in Fujitsu

SDG-related Activities in Fujitsu

The Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 are a set of common goals to be achieved worldwide by 2030. Fujitsu's purpose is "to make the world more sustainable by building trust in society through innovation" and our company has made a commitment, both internally and externally, to contribute to achieving the SDGs. As a global enterprise that for decades has leveraged technology to create value for society, Fujitsu has a responsibility to proactively contribute to societal transformation. To help make the world more sustainable, we aim to generate larger and more beneficial impacts for society, which will also help to spur ongoing sustainable corporate growth. Fujitsu explained the [Value Creation](#) Concept for 2030 in the Medium-Term Management Plan which was released in May 2023. Our aim is to contributing SDGs by working on the Essential Contributions of Materiality : "Solving global environmental issues", "Developing a digital society", "Improving people's well-being".

Fujitsu believes the SDGs essentially define a system transformation that must be achieved by 2030 and that will act as the foundation for a world in which more than 9 billion people are able to live well, within planetary boundaries, by 2050. The issues highlighted in the SDGs involve a complex web of environmental, social, and economic elements. One key to solving these inherent problems is through digital transformation (DX). Fujitsu will harness the power of digital technology to create ecosystems that transcend industry boundaries and assist in the transformation of our customers and our own organizations, while playing a part in delivering fundamental changes to the way society interacts and contributes to the resolution of societal challenges.

The SDGs are an overarching framework of global social and environmental needs and form a common language for all stakeholders. Fujitsu will use its efforts to realize the SDGs as an opportunity for co-creation with a wide range of stakeholders, including international agencies, national and regional governments, private companies, non-governmental organizations (NGOs), and non-profit organizations (NPOs). By embracing a multifaceted approach to societal challenges, we can create and maximize positive impacts on an even larger scale.

➤ [Value Creation Model](#)

Practical Application Within Fujitsu

We have built a framework that prompts all our employees to consider which of the 169 targets defined in the SDGs are relevant to our services and solutions when they are engaged in product planning and business discussions and when they issue press releases.

The objective is to make our employees routinely conscious of whether they are contributing to achieving the SDGs so that they approach their business activities from the standpoint of addressing social issues

Fujitsu's Commitment to the Sustainable Development Goals (SDGs)	
	The Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 represent a set of common goals to be achieved worldwide by 2030. Fujitsu's purpose — "to make the world more sustainable by building trust in society through innovation" — is a promise to contribute to the vision of a better future empowered by the SDGs

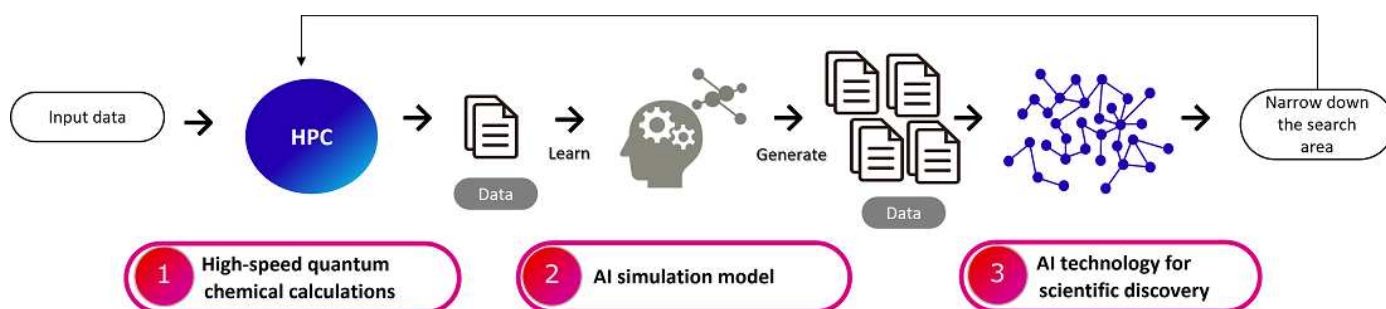
Using Digital Technology and Services to Contribute to the SDGs

Contributing to zero emissions by accelerating new catalyst discovery for clean ammonia production

Ammonia represents a promising carbon-neutral, next-generation energy source because it does not emit CO₂ when burned and it is easier to transport than hydrogen. However, the current ammonia industrial production methods give rise to the emission of large amounts of CO₂ in the manufacture of the hydrogen raw material, through the burning of fossil fuels such as natural gas and oil.

In April 2022, Fujitsu began joint research with Atmonia ehf.^(*1) to accelerate the development of catalysts for the clean production of ammonia, which will contribute to a reduction in CO₂ emissions. In February 2023, the two companies succeeded in reducing the search time for catalyst candidates by more than half by leveraging high-performance computing (HPC) and AI techniques to develop technology that improves the efficiency of materials discovery. Using Fujitsu's HPC, a large number of quantum chemistry simulations were performed based on Atmonia's ammonia synthesis simulation data. An AI simulation model was then developed by training the huge amounts of generated data from the simulations. The trained AI simulation model was used to rapidly generate much larger number of catalyst candidates than those generated by the simulations. Further, Fujitsu employed its proprietary AI causal discovery technology to narrow down suitable materials for alloy catalysts from more than 10,000 ammonia synthesis catalyst candidates.

The two companies aim to contribute to carbon neutrality by using HPC and AI-powered technology to improve the efficiency of materials search and by selecting catalyst candidates at an early stage and thereby making sustainable ammonia synthesis a practical reality.



Overview of the technologies developed and applied

*1 Atmonia ehf is a start-up based in Reykjavik, Iceland, that uses computer simulations and experiments to develop catalysts for the efficient production of ammonia. The CEO is Guðbjörg Rist

Japanese text only:

- > [Fujitsu and Atmonia leverage HPC and AI technology in joint project to contribute to carbon neutrality](#)
- > [Fujitsu and Atmonia succeed in development of new technology that accelerates search for disruptive catalyst for enabling sustainable ammonia production](#)

[Significant reduction of search times through quantum chemical simulation with HPC and AI](#)

Key SDGs related to this project



(7.a)



(9.1, 9.5)

Teijin and Fujitsu collaborate on initiatives to achieve sustainable lifecycles through recycled materials and environmentally conscious design(*2)

Working toward a common global goal of carbon neutrality, Teijin Limited and Fujitsu began a collaboration in July 2022 on an environmental value(*3) creation platform project. The aims are to achieve circular economies, starting from the material manufacturing origin, and to popularize reliable recycled materials.

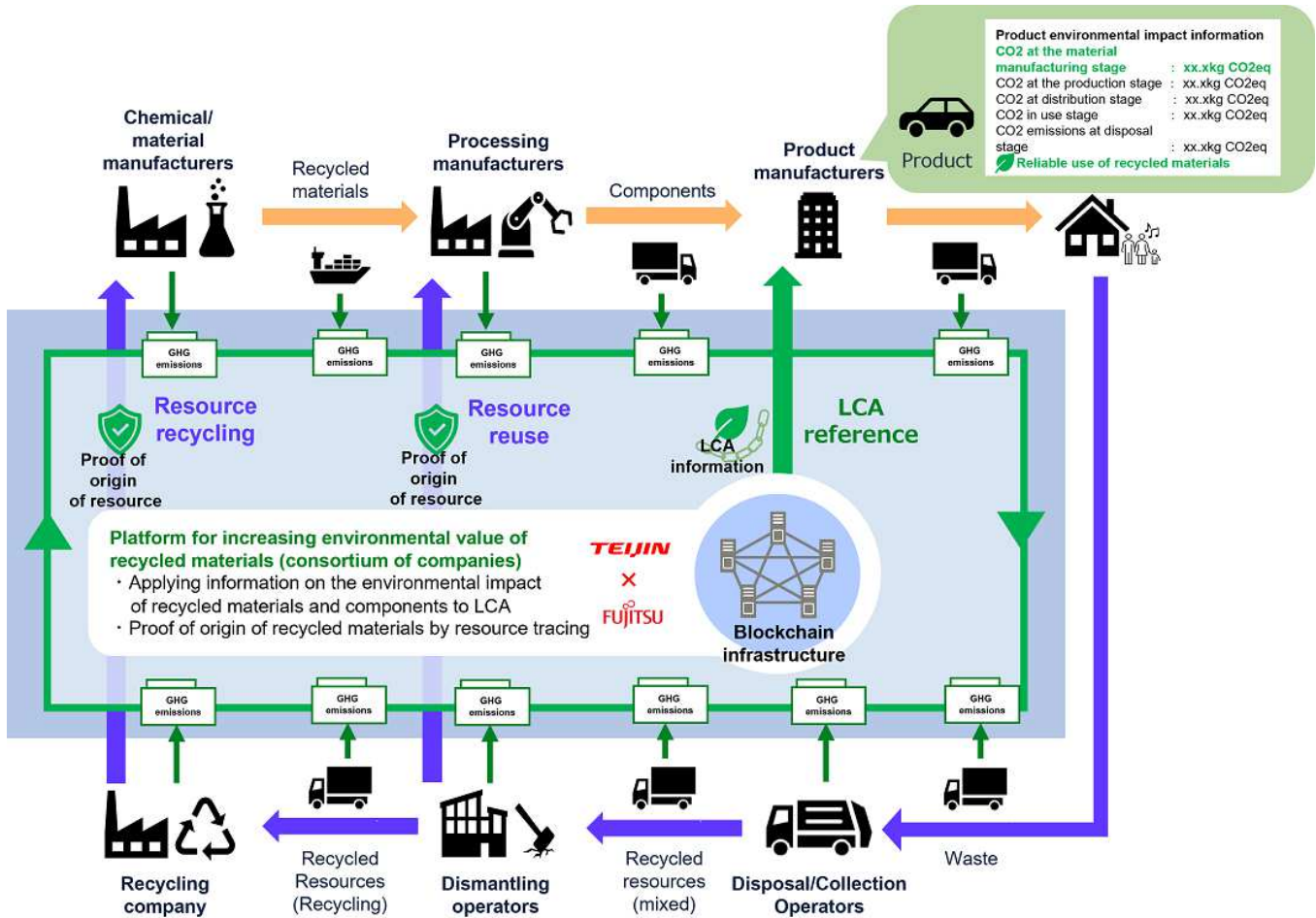


Image of platform for enhancing the environmental value of recycled materials

Teijin and Fujitsu together plan to realize and commercialize this under the Fujitsu Uvance banner, as the first circular economy business.

In January 2023, Teijin and Fujitsu began a demonstration project using the Environmentally Valuable Recycled Materials platform for bicycle frames. There were a number of problems including energy consumption in the long-distance transportation of resources(*4) and the lack of established product recovery schemes, as well as the issue of how to recycle resources from bicycles without green-washing. Despite these, this initiative demonstrated the value of the platform for tracking resources used in bicycle frame materials and information on their environmental impact. It also provided visualization of the tracked data and an assessment of the feasibility of the data collection process.

The project demonstrated the environmental value created through recycling as a business model with guaranteed reliability, and created a path for environmental value creation in resource recycling for the bicycle industry. In the future, the aim is to create value through the disclosure of the traced data to bicycle users and its use in carbon management certification.

Moving forward, the two parties plan further discussions and field trials with partner companies and organizations, and will work toward the realization of a circular economy by supporting the growth of the recycling market not only for bicycle frames but in other industries as well.

*2 Environmentally conscious design: Design that considers the whole product lifecycle and aims to reduce environmental impact.

*3 Environmental value: Added value that contributes to the environment through a reduction in the carbon footprint of product manufacture and transport.

*4 Resource transport-related energy consumption:
 CO₂ emissions related to transportation: The issue arising from the global shipment of bicycle frames, more than 90% of which are manufactured in Asia (China).
 Environmental problems relating to waste disposal in landfill: The issue of the disposal in landfill of more than 90% of bicycle frames that return to Asia for disposal.

- > Teijin and Fujitsu agree to jointly develop a blockchain-based commercial platform to promote sustainable use of recycled materials
- > Fujitsu and Teijin start joint trials with V Frames and Advanced Bikes to enhance the environmental value of recycled carbon fiber used in the manufacturing process of bicycle frames
- > Realizing a Sustainable Life Cycle - A joint project by Teijin and Fujitsu

Key SDGs related to this project



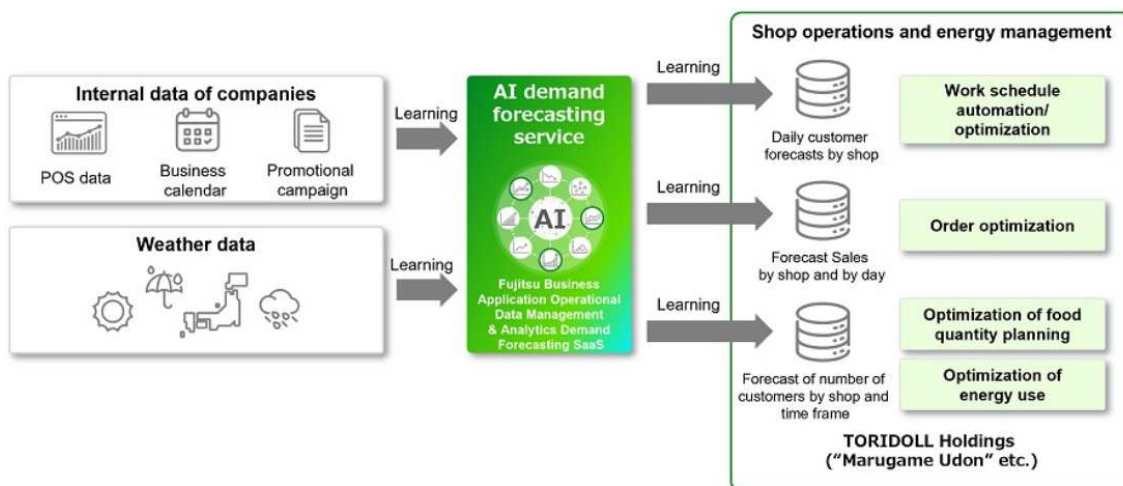
Contributing to a sustainable society through demand forecasting

Fujitsu is continuing to progress its Digital Shifts initiative, one of the key focus areas under its global business brand Fujitsu Uvance, to realize data-driven management and an agile shift to the "new normal."

In November 2022, Fujitsu and TORIDOLL Holdings Corporation demonstrated the effectiveness of an AI demand forecasting service that uses a dynamic ensemble model, based on patented technology from Fujitsu Research, to predict the number of customers and sales of its Marugame Udon brand by shop, day, and time. The trial of the service had begun in a staged way in June 2021. With a corporate mission to "provide dining experiences that move its customers", TORIDOLL Holdings had formulated a "DX Vision 2028" to leverage digital technologies in its transformation into a truly global food company.

Based on the results demonstrated, TORIDOLL Holdings then decided to deploy the service at all Marugame Udon noodle shops in Japan.

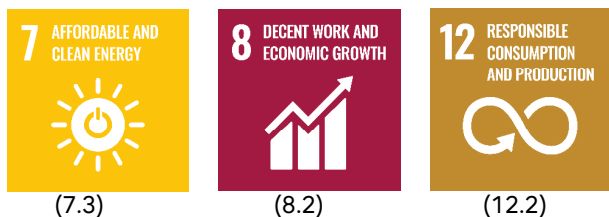
Incorporating AI and machine learning from data characteristics to imitate human thought processes, the dynamic ensemble model can optimally combine multiple demand forecasting models using automatic tuning. Fujitsu's demand forecasting technology provides stable and highly accurate demand forecasts by leveraging a learning model that accurately captures the characteristics of individual prediction objects that change according to various factors including periodicities, external factors and trends. It will also promote the use of forecast data in various planning operations including order placement, production planning, and work scheduling.



Overview of the AI Demand Forecasting Service

- > [Fujitsu delivers digital transformation with AI demand forecast service for TORIDOLL noodle shops throughout Japan](#)

Key SDGs related to this project

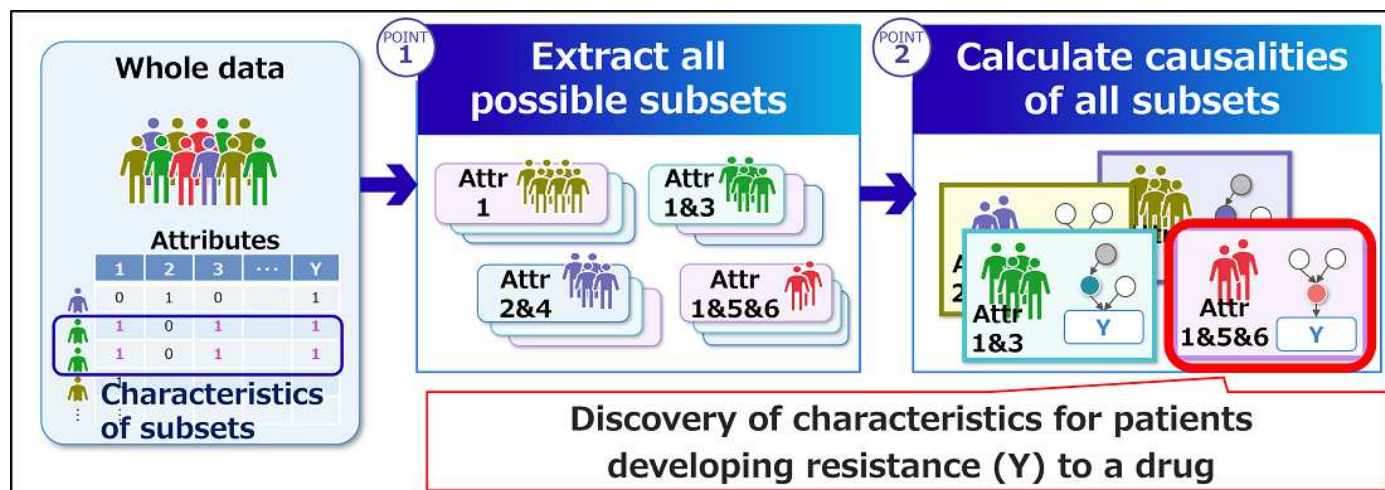


Supercomputer Fugaku and Discovery AI used in new technology for high-speed discovery of causes of cancer drug resistance

In a patient undergoing continued treatment with targeted cancer drugs (*5), the spread and re-appearance of drug-resistant cancer cells represents an ongoing threat to full remission. To understand the mechanism behind the development of cancer resistance, detailed data and new analysis methods are essential. Fujitsu has further developed Explainable AI such as Wide Learning (*6), which explains the basis for decision making, and Discovery AI which enables the discovery of unknown causal relationships.

One development challenge was to accelerate the speed of processing calculations for a comprehensive search targeting all 20,000 human genes, which on a standard computer would take more than 4,000 years. Fujitsu implemented parallel conditional and causal algorithms on the supercomputer Fugaku to maximize computational performance so that all human genes could be analyzed in a reasonable timeframe. In addition, technology was developed that used Discovery AI to extract in one day promising genetic combinations causing conditions that might create drug resistance. This permitted high-speed calculation of conditional and causal relationship data for the entire human genome within a single day, successfully identifying the genes that caused resistance to lung cancer therapy drugs.

In future, Fujitsu will utilize the new technology to discover complex intersecting causes and resolve decision-making challenges in a variety of fields including marketing, system operations and manufacturing.



Overview of Discovery AI

*5 Molecularly targeted drugs: Therapeutic drugs designed to act only on the molecule (protein, gene, etc.) causing the disease.

*6 Official website for [Hello, Wide Learning!](#)

- > [Fujitsu and Tokyo Medical and Dental University Leverage World's Fastest Supercomputer to Perform Cancer Gene Network Analysis in Less than a Day](#)
- > [Fujitsu and Tokyo Medical and Dental University leverage world's fastest supercomputer and AI technology for scientific discovery to shed light on drug resistance in cancer treatment](#)

Key SDGs related to this project



(3.4)



(9.5)

Digital collaboration demonstrates possibilities for reducing CO₂ emissions in EV charging

The Electric Vehicle (EV) market has shown strong growth, mainly in Europe and China, with its aim of achieving the decarbonization of transportation. However, the increased demand for EVs, resulting in a greater load on the electricity network during charging, has posed a challenge for energy suppliers, and transport operators have struggled to control charging-related CO₂ emissions. Unless charging uses green power, the impact of EVs on CO₂ emissions reduction is decreased.

In a digital collaboration initiative with the World Business Council for Sustainable Development (WBCSD), Dutch consulting firm Arcadis NV and British electricity company National Grid plc, Fujitsu



demonstrated its Fleet Management Optimization (FMO) solution for maximizing delivery efficiency. The goal was to reduce CO₂ emissions from EV charging. Green power generation is subject to fluctuations due to weather conditions. In this demonstration, focusing on charging during periods with an ample supply of green power leads to reduced CO₂ emissions and stability of the energy supply and demand balance. Simulation analysis was performed using FMO with delivery EV data from Arcadis as well as data on the greenness of electricity from National Grid. The results showed that by optimizing the charging schedule of delivery vehicles for transport operators, CO₂ emissions from charging could be reduced by 15%. Based on this demonstration, Fujitsu is developing a Fleet CO₂ Reduction solution, to support the use of green power for EV charging and reducing CO₂ emissions.

Through cross-industry data sharing and collaboration with governments in various countries, Fujitsu will contribute to carbon neutrality by offering solutions that optimize the entire logistics and transportation service sector.

> Fujitsu embarks on digital collaboration with WBCSD for carbon neutral transportation

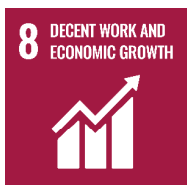
> Japanese text only:

15% reduction in CO₂ emissions demonstrated during EV charging: Inter-company data sharing is key

Key SDGs related to this project



(7.a)



(8.2)



(9.4)



(11.3)



(13.1)



(17.17)

United Nations Global Compact

Fujitsu announced its support of the United Nations Global Compact in December 2009. The Fujitsu Group is committed to global sustainability Activities that uphold the 10 principles of the Global Compact. Through this commitment, we will meet the demands of various stakeholders in international society, and uphold responsible management as a true global ICT company contributing to the creation of a sustainable society.

What is the Global Compact?

<The 10 principles of the UN Global Compact>

The UN Global Compact consists of 10 principles in the four areas of human rights, labor, the environment, and anti-corruption with which companies should rigorously comply.

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labor;

Principle 5: the effective abolition of child labor; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.









Please refer to the ["GRI Standard/UN Global Compact \(GC\) Index"](#) for the relationship between our sustainability activities and the United Nations Global Compact, as described in the ["Sustainability"](#) sites and ["Fujitsu Group Sustainability Data Book"](#).

* We have been reporting our COP (Communication on Progress) at the Advanced Level since FY 2012.








External Recognition and Awards

Fujitsu Group continues to be highly regarded throughout the world for its social and environmental initiatives, which have won awards from external organizations and led to inclusion in the following stock market indexes.

Inclusion status for major stock market indexes related to Socially Responsible Investment (SRI)

Stock market index	Description	Logo
Dow Jones Sustainability Indices (Asia Pacific)	Fujitsu has been chosen for inclusion in the Dow Jones Sustainability Index (DJSI), the world's leading Socially Responsible Investment (SRI) index. DJSI is a stock index offered cooperatively by US-based S&P Dow Jones Indices that selects companies for their excellent sustainability, based on an analysis from the perspective of governance and economics, the environment, and society.	<p>Member of</p>  <p>Powered by the S&P Global CSA</p>
FTSE4Good Index Series	FTSE is an investment-related organization established by the London Stock Exchange which has created this globally-recognized SRI index that evaluates companies based on their environmental, social and governance practices. Fujitsu continues to be elected.	
CDP	International non-profit organization CDP represents a network of institutional investors that control over \$96 trillion in assets. CDP scores over 5,000 companies throughout the world on their environmental action and identifies those that it rates highest as the "A List." Fujitsu has been selected for the CDP's A List for both climate change and water security in a row. Fujitsu also received the highest rating, A, in the "Supplier Engagement Rating (SER)" and was certified as a "Supplier Engagement Leader Board".	
MSCI ESG Select Leaders Indexes (World)	These world-renowned ESG (Environmental, Social, Governmental) indexes were developed by global stock index provider MSCI. Companies with outstanding ESG performance are selected for the indexes, and Fujitsu has been continuingly included.	
MSCI ESG RATINGS	MSCI's ESG survey measures exposure to industry-specific ESG risks and risk management capabilities relative to peers. our company won the top prize of "AAA."	
ISS ESG Corporate Rating	Germany-based CSR ratings company ISS-oekom produces these corporate responsibility ratings which rate companies according to environment, social, and governance topics. The ratings have conferred Prime Status on Fujitsu since 2011.	

Major external recognition and awards received from FY 2020 onward

Recognition, Award and Other Index	Scope	Description	Logo
EcoVadis Platinum rating	Fujitsu Group	EcoVadis is the world's largest provider of business sustainability ratings, with a global network of more than 90,000 rated companies.	
HRC Equality Index	Fujitsu America	Human Rights Campaign (HRC) Foundation's Corporate Equality Index is the national benchmarking tool on corporate policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender and queer employees. Fujitsu scored 100 on the HRC Index for the second year on a row.	
Times top 50 Employer for Women (UK)	Fujitsu	The Times Top 50 Employers for Women are committed to gender equality in the workplace and have each taken action to make this happen. Fujitsu has been listed for outstanding progress and examples of best practice, impact, innovation, and individual achievement.	
Stonewall Top 100 LGBT inclusive employer (UK)	Fujitsu	Fujitsu was listed in the Stonewall Top 100 Employers. This list is compiled from the Workplace Equality Index – the UK's leading benchmarking tool for LGBT inclusion in the workplace.	
ABA100	Fujitsu Australia	Fujitsu Australia has been selected as an ABA100 Winner for Sustainability in The Australian Business Awards 2020. The Australian Business Award for Business Sustainability [BSA] recognizes organizations that execute initiatives that demonstrate leadership and commitment to sustainable business practices.	
PEZA Awards for Community Outreach Programs	Fujitsu Philippines GDC	Fujitsu Philippines GDC scooped the Outstanding Community Projects Award from the Philippine Economic Zone Authority (PEZA). The award was conferred at PEZA's 25th Anniversary and Investors' Day, held on December 10, 2020 at the PEZA Auditorium in Pasay City, Metro Manila.	
Responsible companies, odpowiedzialnych Firm 2020	Fujitsu Poland GDC	Fujitsu Poland GDC was ranked 8th in the "Responsible Companies Ranking" published by Responsible Business Forum. The category was "Services, commerce and transportation".	



Global Responsible Business

Given the requirement to enhance sustainability-focused corporate management, fulfilling corporate social responsibility from a global perspective has become an increasingly important issue. The Fujitsu Group promotes its Sustainability activities based on the Fujitsu Way. In order to strive for global effectiveness, we have established a framework called "Global Responsible Business" by classifying sustainability issues into the following six areas.



Global Responsible Business

— Human Rights, Diversity, Equity and Inclusion —

Based on the Fujitsu Way Code of Conduct, the Fujitsu Group will ensure to underlie the spirit of "Respect for human rights" for all our corporate and individual activities, and we will strive to have 120,000 Group employees around the world accept diverse human resources and embrace individuality without bias toward nationality, gender, age differences, or disabilities.

Human Rights
and DE&I

Human Rights

Goal

WHAT FUJITSU ASPIRES TO BE

In both the real-world and digital societies, consideration for "human dignity" is reflected in all our corporate activities and we constantly work to "create human-centric value".

GOALS FOR FY2025

Prevent and mitigate Human Rights risks throughout our value chain

- Conduct continuous Human Rights e-learning courses (maintain an attendance rate of 90% or more)
- Hold annual Stakeholder Dialogue sessions
- Work with our partners, customers and NGOs to establish activities that enable Human Rights, using Fujitsu's expertise and technologies

GOALS FOR FY2022

Embedding "respect for human rights" within the Fujitsu Group

- Completion rate for global human rights training: 80%

Our Approach

The shared values articulated in the Code of Conduct of the Fujitsu Way are guidelines for each employee to follow when conducting their daily business operations. Prime among them is "We respect human rights", a principle that underpins all our corporate activities. By promoting management that respects human rights, we are working to ensure that this concept becomes an integral part of the day-to-day actions of all employees in the group.

In December 2014, the Fujitsu Group released the "Fujitsu Group Human Rights Statement" to promote activities that respect human rights in accordance with this Code of Conduct, as set out in the Fujitsu Way. The statement was revised in December 2022, and has been prepared in 21 languages, including Japanese and English, with the aim of ensuring that it becomes embedded in the corporate culture of all our group companies. We have notified our major suppliers of the revisions and request that they familiarize themselves with the revised Statement and comply with its content.

Fujitsu has publicly announced its support for the ten principles of the United Nations Global Compact (*1) based on universal principles regarding human rights and rights at work, such as the Universal Declaration of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. We have also made public announcements regarding the Modern Slavery Acts passed in the UK and Australia.

The Fujitsu Group is a member of the Responsible Business Alliance (RBA), which is a global CSR alliance. As such, the Group has adopted the RBA Code of Conduct in its CSR Procurement Guidelines and promotes the Human Rights Enlightenment Structure among its suppliers and throughout its supply chain.

(*1) Ten principles of the United Nations Global Compact:

The compact identifies ten principles that corporations should uphold in four areas: human rights, labor practices, the environment and anti-corruption.

- [Fujitsu Group Human Rights Statement](#)
- [Fujitsu Group Human Rights Statement APPENDIX](#)
- [For other languages](#)
- [Modern Slavery Statement \(UK\)](#)
- [Fujitsu Modern Slavery Statement September 2022 \(Australia\)](#)
- [Supply Chain Policy](#)

Organizational Structure and Regular Reviews

The Sustainability Management Committee is chaired by the CEO and meets once every 6 months to check on the progress of our activities to promote respect for human rights and whether we are on track to meet our targets. The committee also discusses new activities and considers non-financial indicators. They then reports to the Management Council Meeting and the Board of Directors Meeting with the results. As part of our activities to promote human rights and DE&I as key issues for globally responsible business, we have established a structure of regular meetings for those responsible for promoting human rights in each of Fujitsu's operating regions. The Committee also works collaboratively with each of the Business Groups, the Corporate Divisions and the regions to put in place actions that will address human rights issues throughout the supply chain.

Structure for Promoting Activities Aimed at Resolving Human Rights Issues



Promotion of Human Rights Due Diligence

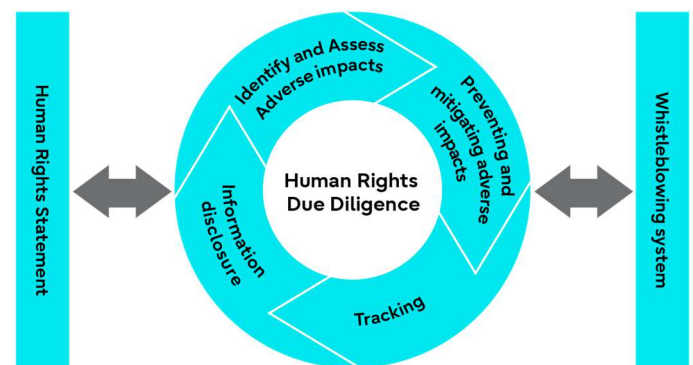
In accordance with the "Fujitsu Group Human Rights Statement", the Fujitsu Group is conducting "Human Rights Due Diligence" that identifies the human rights impacts of our business activities throughout the entire global value chain, while also preventing or mitigating any negative impacts.

The Human Rights Due Diligence process has four continuous steps.

We conduct Human Rights Impact Assessment in accordance with the Fujitsu Group Human Rights Statement and implement measures to prevent or mitigate clearly identified risks. We then regularly monitor the progress of those measures to confirm their effectiveness, and the results are disclosed via reports or other information channels.

When a new corporate acquisition is made, we carry out due diligence with respect to sustainability, including human rights. We also take steps to mitigate any risk of human rights violations and ensure that the Fujitsu Group human rights initiatives are fully embraced.

Human Rights Respect Promotion Framework



Assessment of Human Rights Impacts

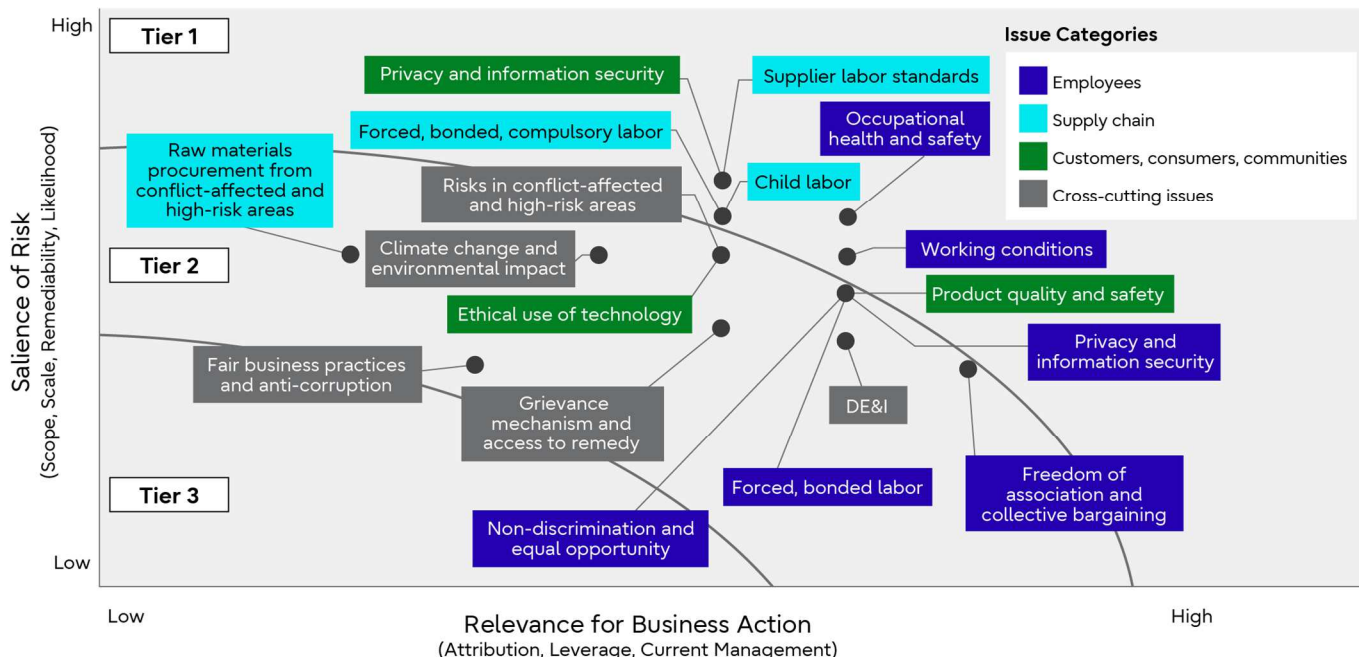
To ensure that the effectiveness of human rights due diligence is maximized in the Fujitsu Group, we conduct regular Human Rights Impact Assessment.

In 2022 we enlisted the cooperation of Business for Social Responsibility (BSR), an international NPO, which undertook Human Rights Impact Assessment for Fujitsu Group management and businesses from a third-party perspective. As well as conducting interviews with each of the Fujitsu Group regions, Corporate Divisions and Business Groups, BSR employed desktop research(*2) and analysis of submitted documents to compile a list of human rights issues. They then ranked the issues according to their levels of severity, likelihood and correlation with businesses. The results identified human rights issues such as employees' working environments, workplace health and safety, the use of forced or child labor in supply chains, and data privacy and data security in our businesses.

(*2) Desktop research:

A research method where data is gathered by referencing websites and other materials. In this instance, the research was carried out based on materials presented by Fujitsu Business Groups, materials published by external sources, and other materials issued by external organizations such as NGOs and NPOs.

Human Rights Issues Identified Through Human Rights Impact Assessment (2022)



Initiatives to Prevent or Mitigate Negative Human Rights Impacts

Supply Chain (Human Rights Issues: Supply Chain Working Environment, Forced or Child Labor, High-risk Minerals)

The Fujitsu Group requires that all its suppliers support the Fujitsu Group Human Rights Statement. The Group also requires them to support the prohibition of human trafficking, forced and child labor and discrimination, to support freedom of association and collective bargaining rights, and to promote policies such as pay equity. The human rights due diligence initiatives in the Fujitsu Group supply chain are based on the RBA Code of Conduct.

> [Supply Chain](#)

Structures for Promoting CSR Procurement

The Fujitsu Group embeds the RBA's Code of Conduct and engages in socially responsible procurement with its suppliers and throughout its supply chain.

We have formulated and made stakeholders aware of the Fujitsu Group's CSR Procurement Guidelines, and we request that suppliers fully understand and comply with that Guidelines. To keep track of the progress of those initiatives, the Fujitsu Group conducts regular CSR surveys of its major overseas and domestic suppliers each year. The FY2022 survey elicited responses from 533 companies. Feedback was actioned based on survey results from 77 of Fujitsu's key suppliers of products and services, including product-related materials, catering, security, and manufacturing employment agencies/subcontractors.

Initiatives to Prevent Forced Labor and Child Labor

The Fujitsu Group has stipulated that it prohibits the use of forced labor or child labor. The Fujitsu Group CSR Procurement Guideline issued to suppliers includes demands that they eliminate forced labor and child labor, and written surveys are used to check their progress with those initiatives.

Addressing High-Risk Minerals

The policy of the Fujitsu Group is to eliminate from its products, components and supply chain any minerals that give rise to conflicts ("conflict minerals"), or minerals that are at high risk of being associated with forced labor or human rights violations. To this end, the Fujitsu Group conducts surveys of high-risk minerals.

➤ [Addressing High-Risk Minerals](#)

Employees (Human Rights Issues: Working Environment, Non-discrimination, Equal Opportunity)

The Fujitsu Group takes the rights of all its employees very seriously and complies with the core labor standards set out by the ILO. It also will not discriminate on the basis of race, skin color, religion, beliefs, gender, social status, family origin, disability, sexual orientation or gender identity, birthplace, age, or any other factor that is not related to legitimate business interests.

➤ [Diversity, Equity & Inclusion](#)

Activities to Raise Awareness of Human Rights

The Fujitsu Group has established a Human Rights Promotion Committee, chaired by the executive responsible for human resources, that leverages various opportunities to undertake research and awareness-raising activities. Reports on the status of activities and issues within the areas in Japan and in group companies are regularly provided to the secretariat of the Human Rights Promotion Committee. Findings are used by the Human Rights Promotion Committee to summarize activities and set policy direction on an annual basis to drive ongoing, structured educational activities that promote respect for human rights. We are also members of the Industrial Federation for Human Rights, Tokyo, a voluntary organization, and work on mutual training with many of the member enterprises to make respect for human rights an integral part of our corporate culture. In addition, from our standpoint as a company, we engage in activities that work to raise community awareness.

Education on Human Rights

Education and Training

- Conducted an e-learning program on "Business and Human Rights" for all Fujitsu Group employees in FY2021; attended by 92% of all group employees
- Conducted an e-learning program on "AI Ethics and Business" for all Fujitsu Group employees in Japan in FY2022; attended by 94% of all employees in Japan.
- Conducted an e-learning program for all employees on the topic of preventing harassment in the workplace, including discrimination against members of the LGBTI+ community
- Continued training for all new and promoted employees and staff identified for management training, focusing on preventing various forms of discrimination and harassment
- Conducted a "Barrier-Free Minds" workshop that includes messaging around employees with a disability and is aimed at establishing workplaces and a society in which everyone can participate actively, whether disabled or not
- Conducted an "Unconscious Bias Awareness: Achieving Greater Diversity and Inclusion" e-learning program



Business and Human Rights e-learning program title screen

accompanied by video seminars for all employees to help reveal underlying systemic discrimination while further promoting diversity and inclusion

Awareness-raising Webinars

- **Period poverty:** Held a webinar to improve the health status of women worldwide by enabling informed discussion on the topic of period poverty: what it is, how best to find sustainable solutions to the problem, and how employees can contribute
- **Is privilege real? (focusing on human rights):** Held a webinar that discussed prejudice, discrimination and the idea of inalienable rights. This included sessions that used case studies taken from everyday life to make employees aware of their own prejudices and the fact that those prejudices can have an enormous impact on their own lives
- **Empathy and compassion:** Held a webinar teaching a range of methods for dealing with difficult situations. This included considering ways to support others by looking at life from their viewpoint, and also ways to support oneself
- **History of rights for LGBTQI+ people:** Held a webinar looking back at the history of LGBTQI+ rights around the world. We welcomed a special guest from the Bisi Alimi Foundation who gave a talk on the recent anti-LGBTQI+ laws passed in Nigeria and the impacts those laws have on the rights of LGBTQI+ people

World Human Rights Day

Fujitsu held an internal global event for World Human Rights Day to give all of our employees an opportunity to consider human rights (December 2022).

In addition to the video message from the Chief Sustainability Officer (CSuO), the GRB Director and heads of business groups, we released a video showing the results of the Fujitsu Group human rights impact assessment. We also held webinars in English and Japanese in three time zones in which we discussed the importance for the company of respect for human rights. For the webinars, we invited experts on human rights from the external NPO BSR, along with Fujitsu researchers working on AI ethics.



Video message from the Chief Sustainability Officer (CSuO), the GRB Director and heads of business groups

Working Environment

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

- [Social Well-being](#)
- [Work Life Shift](#)

Initiatives in other regions

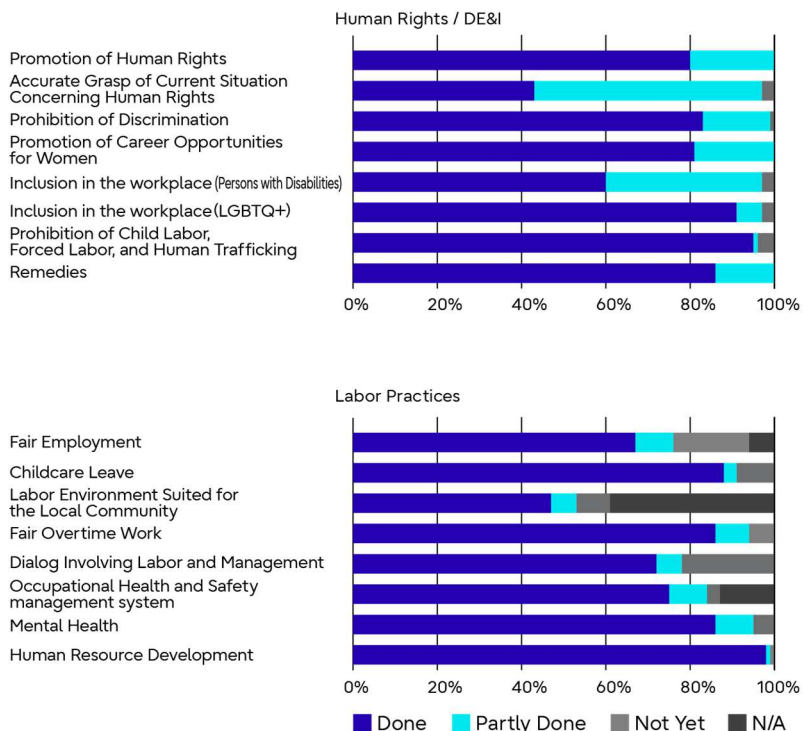
UK: The UK has developed Work Your Way commitments which include a Well-being hour each week, opportunity to work core hours, work from different countries for up to 4 weeks per year (subject to approval) and protected focus time which gives people meeting-free focused time to get on with their work.

Portugal: Currently have Gimme 5 and Me Time programs in Portugal Global Delivery Center, where employees can apply to work one hour less every day of the week for a period of time or an afternoon off for personal time.

ISO26000-based Written Surveys

We undertake written surveys of group companies in Japan and other countries based on the ISO 26000 standard to check on the status of initiatives promoting respect for human rights. In FY2022, we conducted surveys at 6 facilities and 79 global group companies to assess the progress of human rights and work practices programs with the aim of identifying problems and helping to expand such programs company-wide. We also conducted a survey of 21 overseas group companies in FY2020 investigating working hours, wages, privacy and reporting systems.

Results of Fujitsu Group Internal Survey (Human Rights/ DE&I, Labor Practices)



Customers and End Users (Human Rights Issues: Privacy, Data Security, Ethical Use of Technology)

Because the Fujitsu Group shoulders considerable responsibility as an IT developer and supplier, we devote a great deal of effort to deepening our understanding of the potential negative impacts of the many and diverse human rights issues entailed by advanced IT such as AI, and to minimizing those impacts. This applies to areas such as data security, privacy protection, and the ethical use of data.

Initiatives on Ethical AI

The rapid progress of AI is resulting in dramatic changes to people's lives and the communities in which they live. While this innovative technology offers new solutions to social and environmental problems, it remains a "black box" process where people do not understand how its outcomes are achieved. Another issue is that the large volumes of data involved in that process can include inherent biases, which the technology encourages. Even when care is taken with the use of AI, it can lead to unforeseen problems for people. There are reports of cases of wrongful judgment due to misidentification by AI as well as ethical issues such as inequality of access, which can erode people's trust in AI. This is why the Fujitsu Group considers it an essential part of its responsibility as an AI developer, supplier and operator to offer AI that is not only convenient, but also safe and secure.

The Fujitsu Group has long advocated a 'human centric' approach and argued that information technology should fundamentally be used to focus on, and to benefit, people. In March 2019, as a reflection of the rapid recent development of AI technologies, the Fujitsu Group formulated and announced the "Fujitsu Group AI Commitment". As one of the companies which carries out AI-related businesses including research, development, implementation and operation activities, we aim to emphasize the importance of communication with a wide range of stakeholders in the community, including users and consumers, as we distribute the

enormous value of AI to the society. For that purpose, the commitment outlines our promises with the customers and the community.

➤ [Fujitsu Group AI Commitment](#)

The Fujitsu Group has identified the ethical risks listed below arising from the use of AI, and is formulating mitigation measures to address emerging risks that could significantly impact our future business.

Details of emerging risks

Emerging Risks The Ethical Risks of Utilizing AI	
Description	As a company that has been researching, developing, providing, and operating AI technologies since before the 1980s, Fujitsu has long asserted that information technology must be used in a human-centered manner. In recent years, there have been reports of troubling instances whereby ethical problems arise from the use of AI in the handling of privacy information. Examples include discrimination and unfairness due to negative judgments caused by false recognition by AI. Such cases can undermine people's trust in AI. Fujitsu believes it is critical that those who develop, provide, and operate AI technologies achieve not only convenience but also use that is safe and secure.
Impact	As we see the widespread use of AI increasing with unprecedented speed, particularly in the case of generative AI, there is also a risk that users and consumers who have been inconvenienced by AI supplied by Fujitsu may file claims for damages and thereby harm the Fujitsu Group's reputation. In addition, proposed AI regulation announced by the European Commission (in June 2023) would require developers, users, and others involved to take strict action based on the degree of risk that their AI systems could adversely affect human rights. Violations could result in penalties, including fines of up to 7% of total global sales. This makes implementing appropriate risk management in the development and operation of AI systems essential.
Mitigating actions	The Company established the Fujitsu Group External Advisory Committee on AI Ethics as a body that meets regularly and engages in ongoing dialogue with stakeholders from society. Part of this dialogue involves feedback on the "Fujitsu Group AI Commitment," which serves as the Group's AI ethical guidelines. The Company also participates in international discussions on AI ethics through its membership in AI4People and other forums. By virtue of these risk mitigating actions, the Fujitsu Group management and staff can become aware of the ethical risks of AI and understand the precautions needed when researching, developing, installing and running AI. By minimizing the likelihood of situations that might cause inconvenience to users and customers, we can foster people's trust in AI. In particular, with regard to proposed European AI regulations, the Company has developed an "AI Ethical Impact Assessment" system that comprehensively identifies potential risks in AI systems as a proactive response to regulation violation risks and has released this system free of charge.

Promotion and Practical Application of AI Ethics

As stipulated by the policies laid down in the Fujitsu Group AI Commitment, the Fujitsu Group conducts education and training activities across the entire company and includes content that considers urgent and specific issues in AI.

Because we believe it is crucial for a culture of understanding to be championed by senior management in order to instill respect for human rights, the Fujitsu Group has set up the Fujitsu Group External Advisory Committee on AI Ethics, which comprises external experts in the field, to objectively evaluate ethics as it is practiced in the group. Discussions by this committee use a structure shared with the Board of Directors Meeting, incorporating the group's efforts for AI ethics into its corporate governance framework and allowing for ongoing review and improvement.

- ▶ [Fujitsu Establishes the Fujitsu Group External Advisory Committee on AI Ethics to Ensure the Safe and Secure Deployment of AI in Society](#)
- ▶ [Trustworthy AI and a Prosperous Society Created Together with the "Fujitsu Group External Advisory Committee on AI Ethics"](#)

For detailed information on Fujitsu's ethical AI initiatives, view the websites shown below.

- ▶ [Fujitsu AI Ethics Governance](#)
- ▶ [Fujitsu Establishes AI Ethics and Governance Office to Ensure the Safe and Secure Deployment of AI and Leading-edge Technologies in Society](#)
- ▶ [AI Ethics: AI Ethics from Principles to Practical Implementation - Trustworthy AI Design & Auditing](#)
- ▶ [Fujitsu Delivers New Resource Toolkit to Offer Guidance on Ethical Impact of AI Systems](#)

Framework for Reporting and Consulting on Human Rights Issues

The Fujitsu Group conducts its business activities worldwide in close collaboration with local communities. Working with these communities, we have established systems to engage in human rights-related consultations and information gathering both inside and outside the company, in order to listen to and understand the opinions of various parties.

The Fujitsu Group has created an intranet-based system to consult with and accept input from all Fujitsu Group employees on human rights-related issues. Within Japan, Fujitsu has set up Human Rights Consultation Service facilities in seven geographical areas. The matters discussed are reported to the Human Rights Promotion Committee and regularly communicated to auditors, with careful consideration given to ensuring that personal information and privacy are respected. The objectives are to understand the utilization status of this consultation service and to put in place initiatives designed to prevent recurrences of any breaches.

Through the Compliance Line/Fujitsu Alert structure, the Fujitsu Group receives reports and offers consultations related to compliance issues, including human rights issues, for all Fujitsu Group employees, customers, suppliers and other third parties globally. The Fujitsu Group has also set up the Compliance Line for Suppliers in Japan as a channel for receiving reports from suppliers in Japan regarding any actions that are potential or actual instances of non-compliance in our purchasing activities.

- ▶ [Global Compliance Program](#)

Human Rights Initiatives in Communities

Assisting NGOs/NPOs



Chamos: Supporting Venezuelan Children

Providing 55 students with access to education for a year
For more information click [here](#)



International Rescue Committee: Humanitarian aid, relief, and development nongovernmental organization

Creating a digital literacy curriculum for woman and girls in Yemen



The Pinnacle Foundation

The Foundation provides educational scholarships, mentoring and opportunities for young LGBTIQ+ Australians

Initiatives to Promote Respect for Human Rights

Digital Proof of Age (DPoA) technology to restrict alcohol sales to minors

Fujitsu Services Ltd and our partners have proven our Digital Proof of Age (DPoA) Solution by successfully participating in UK Home Office trials looking at the use of technology to protect children from harm by restricting the retail sale of alcohol products to minors.

At present, alcohol sales in the UK require sales staff to check the age of their customers. As well as being time-consuming and costly, this approach is also vulnerable to the use of false or borrowed IDs.

The DPoA Solution uses two factors to resolve this problem. The first is a function that anonymously confirms the purchaser's age at the time of purchase, and the second demonstrates the purchaser's age to retail outlet staff using the age recorded in the purchaser's mobile phone. This solution offers greater convenience because people purchasing alcohol no longer have to wait for a staff member. It is also expected to improve retail outlet productivity and reduce costs. But its most important benefit is that it offers greater safety. As well as protecting children, this technology solution can also prevent the violence that sales staff often face when required to check people's age.

> [Fujitsu Digital Age Assurance](#)

Working with the Aboriginal Community of Cherbourg in Australia

Working with the Cherbourg Aboriginal Shire Council, the Queensland Government's Department of Tourism, Innovation and Sport and TAFE (Technical and Further Education) Queensland, in April 2022 Fujitsu Australia established the First Nations Service Centre (FNSS) to support digital innovation by the aboriginal community in Cherbourg.

Since the arrival of the first European settlers, aboriginal communities in Cherbourg, Australia have endured a tragic past involving enslavement and attempted genocide. Deprived of the benefits of modern-day science and technology and overlooked in terms of education, economic progress and digital inclusion, Cherbourg's First Nations people have struggled to cross the digital divide that lies between many of Australia's rural towns and its cities.



At the opening ceremony for the Service Centre in April 2022

Since 2022, Fujitsu has been supporting the residents of remote Australia to enjoy their rights to their own culture, work and education.

Until recently, the only way for locals to access modern technical education or a career was to leave the regional community, which was far from ideal for a people who have such important ties to their culture. Fujitsu Australia worked with the Cherbourg Aboriginal Shire Council, Deadly Innovation, TAFE Queensland and Australia Post to open the Cherbourg Digital Service Centre, a commercially viable initiative to boost the Community's economy and digital inclusion.

Fujitsu now subcontracts to the Centre, employing locals as service desk representatives who are offered quality technical education through TAFE, improving their ICT skills and providing opportunities for employment and decent jobs. New and upgraded infrastructure was also installed in Cherbourg to support the Community's economic development and digital access.

The community was consulted throughout to discuss the role of Fujitsu in achieving the community's goals.

All Fujitsu staff involved with the project underwent cultural competency training to strengthen trust between the Service Centre and the Fujitsu team members.

> [Australia Post: Driving digital inclusion in First Nations Communities](#)

Event Held in Cambodia to Raise Awareness of Children's Safety

Fujitsu collaborated in conducting a workshop that included lectures highlighting ways to protect Cambodian children from harmful online content and how to safely access online culture and games.

The workshop dealt with a range of cultures and had particular pointers for children on how to communicate safely online, including the importance of not sharing certain images, not oversharing personal details and what constitutes personal information. It also stressed the importance of taking care while online and provided information on the sorts of places where harmful content appears as well as how to respond when confronted by such content.



Speakers enjoying the welcome party at the Cambodia ICT Camp 2022 (Siem Reap, Cambodia)

Collaboration with Malaysian Technology-Oriented Comprehensive Rehabilitation Facility

Fujitsu Malaysia (Fujitsu (Malaysia) Sdn. Bhd.), in a co-creation program with Malaysia's Social Security Organization (SOCSCO), has developed the Automated Self-Ordering Food System as a way to help improve patients' health.

SOCSCO plays a critical role in providing social security protection to workers in Malaysia. SOCSCO also helps to lessen the impact of job losses by providing financial assistance and job training to eligible workers who have been affected by work-related injuries or illnesses.

The SOCSCO Rehabilitation Centre is a medical facility that provides rehabilitation services to workers who have suffered work-related injuries or illnesses. While helping injured workers recover and return to work, the Centre also provides other service functions:



Process of using Fujitsu's palm secure technology to order food in the canteen

1. Educational programs on preventing work-related injuries and illnesses
2. Disability evaluation services to determine the extent of a worker's disability and the appropriate level of compensation
3. Advocacy(*3) and outreach(*4) programs to raise awareness, and highlight the importance, of rehabilitation and occupational health

The goal of Fujitsu Malaysia's co-creation program with the SOCSO Rehabilitation Centre is to use technology to both enhance people's lives and change society for the better. The Automated Self-Ordering Food System is one outcome of this program that has yielded benefits for patients. Unlike conventional food ordering kiosks, the model developed for this program was designed to be used as part of the patients' daily rehabilitation.

(*3) Advocacy program:

Activities or campaigns by individuals or groups aimed at influencing a political, economic or social organization

(*4) Outreach program:

A program that delivers information or assistance actively promoted by governments and support organizations to people who need assistance but have not received it



Diversity, Equity & Inclusion

Human Rights
and DE&I

Goal

WHAT FUJITSU ASPIRES TO BE

Be a responsible business that reflects the diversity of our world.

Build an inclusive and equitable culture where everyone belongs and can be completely themselves.

We will celebrate difference and ensure that people can succeed regardless of their personal identity.

Through inclusive design and innovation, we will endeavor to make a positive impact within society and empower each other to make the world more sustainable.

GOALS FOR FY2025

All area

Ensure all employees feel supported and respected at Fujitsu regardless of age, gender, culture and ethnicity, sexual orientation and identity and ability

- Improve the average employee engagement score relating to the question on "Respect for individuals" by 7 points (80)

Build an inclusive and equitable culture where everyone belongs and can be completely themselves.

- Improve the average employee engagement score relating to the question on "Equal opportunity" by 4 points (74)

Gender

Have equal representation of women in Fujitsu with an additional focus on leadership roles

- Increase the ratio of women in leadership roles to 20% across Fujitsu

Health, Disability and Accessibility

Ensure that all employees, customers, and members of society can use our solutions, products, services, and systems and can understand our communications.

- Advocate and improve digital accessibility as part of corporate strategy which covers brand communication, customer experience and workplace

Culture and Ethnicity

To reflect the societies we work in, from executive level downwards and promote respect and tolerance to achieve a culturally aware and unbiased work environment

- Build and deliver an integrated, holistic strategy for Culture and Ethnicity which is globally relevant and incorporates local initiatives

LGBTI+

Drive LGBTI+ inclusion best practice to support employees and their families across all Fujitsu locations.

- Implement FWEI (Fujitsu Workplace Equality Index) Standards to deliver opportunity and belonging for LGBTI+ colleagues*

* FWEI is based on comprehensive standards, such as the Human Right's Campaign's Corporate Equality Index, Stonewalls' Workplace Equality Index and Pride in Diversity's' Australian Workplace Equality Index. It is also aligned to the UN Standards of Conduct for Business Tackling Discrimination against Lesbian, Gay, Bi, Trans, and Intersex People, which Fujitsu is committed to. FWEI is based on rolling out minimum criteria and stretch criteria, where legally and culturally possible in our operating countries.

GOALS FOR FY2022

Cultivation of inclusive corporate culture.

- The Fujitsu Group aims to achieve at least Consolidated 69% from 66% (FY2019) / Non-consolidated 63% from 59% (FY2019), in favorable answers to Diversity, Equity and Inclusion (DE&I) question in the Engagement Survey by FY2022. *
- The Fujitsu Group aims to achieve at least Consolidated 10% from 8%(FY2019) / Non-consolidated 9% from 6%(FY2019) female leadership by FY2022. *

* Where "Consolidated" relates to all Fujitsu Group Companies globally, and "Non-Consolidated" relates to Fujitsu Limited.

Policy

Here at the Fujitsu Group, we have engaged in efforts to advance diversity and inclusion (D&I), based on the idea that "We respect fairness and equality, and promote diversity and inclusion," as described in the Purpose Statement of the Fujitsu Way.

In 2022, we revamped the Global DE&I Vision & Inclusion Wheel to create an equitable and more inclusive culture where everyone belongs and can be completely themselves. Equity, as expressed in the new vision, is intended to recognize and respond to the fact that all people are in different circumstances and will require a variety of resources and opportunities depending on their circumstances, as opposed to equality, which provides the same things equally to everyone. Through this more inclusive and holistic approach to DE&I, we aim to achieve a sustainable society, looking not only at our own business, but also at the positive impact our technologies and solutions have on society.



Global DE&I Vision & Inclusion Wheel

Promotion Framework for DE&I

Here at Fujitsu, we established an office to promote diversity in 2008. The office, which is under the direction of the President and the Diversity Officer, engages in efforts to promote DE&I in all Group companies.

The office hosts regular meetings, attended by all regional DE&I Promotion Representatives, for them to share information on issues and measures in each region and engage in planning for globally coordinated promotion measures. In order to have an awareness of the current state of diversity promotion, we also include questions on DE&I in our annual global engagement survey. In addition, executive sponsors have been appointed to represent supporters in each of the priority areas, and support the promotion measures in each area.

All domestic group companies in Japan are also required to select a diversity promotion manager. These managers promote DE&I in the Group as a whole by sharing information amongst each other during their meetings, strengthening their coordination with Fujitsu, helping standardize policies, and more.

Furthermore, from FY2020, the system will be designed to allow higher-level executives to include DE&I-related items in their goals.

Initiatives for Fostering Corporate Culture

DE&I Session

In order to foster a corporate culture at Fujitsu where “anyone can play an active role in their own way,” the session in FY2022 was held with the aim of getting employees to see DE&I in a new light and inspiring a new mindset and behavioral change. Held on the same day to enable participation from various regions, the event featured a “dialogue session between the President, DE&I Officer, and CSuO and employees” and the “sharing of good practices by employees and workplaces” that were conducted globally.

Each region is working to comprehensively promote DE&I, with East Asia holding Human Rights and DE&I Week, Europe (CEE area) holding the intercultural awareness session “Working with Japanese Employees,” and Europe (NWE area) holding Inclusion Week 2022.



DE&I Session 2022

Initiatives Related to Unconscious Bias

In FY2022, the Fujitsu Group created and rolled out video content worldwide to better deal with unconscious bias and improve communication. The content is designed to help employees recognize their own unconscious bias and create inclusive workplaces that embrace diversity through dialogue with case studies by outside lecturers.



Unconscious bias video content aimed at improving communication

Europe and Global Delivery have collaborated on new training to understand unconscious bias and to make inclusion conscious in order to address this bias.

Endorsement of International Standards

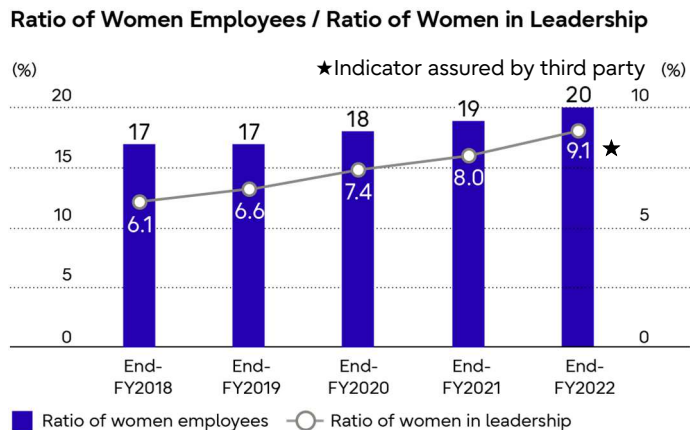
In FY2017, the Fujitsu Group issued a CEO Statement of Support for the Women’s Empowerment Principles, which were created by the UN Global Compact and UN Women. In doing so, we pledged our support of the principles. In FY2018, we also became the first Japanese company to pledge our support to the UN’s LGBTI Standards of Conduct for business, and have been proactive overall in our adaptation to global trends in diversity.

Gender Initiatives

The Fujitsu Group has set goals to increase the ratio of female employees in leadership positions, and we are working to promote initiatives to achieve these goals and reform the culture at Fujitsu Group companies.

At Fujitsu, these efforts involve nominating women employees from the leaders of each department as candidates for top management, and establishing/implementing individually tailored training programs for these employees alongside their workplace, the management, HR, and the DE&I Promotion Office. In addition to these kinds of management-track leadership programs, we also conduct workshops and events that allow female employees to reflect and build on their careers in all other tracks as well.

These expand and act as pipelines to drive female employees to further advancement, and allow us to support the careers of each and every employee. Strategic measures are being boldly implemented in other regions, as well, according to the situation of the region and the country.



Career Workshop for Female Employees

Fujitsu and its domestic Group companies host workshops that are primarily for female employees that are on a leadership track, where awareness-raising by external lecturers, dialogues with multiple role models, and discussions with executive personnel are held, with the goal of further encouraging the career development of female employees. Our goal with this workshop, which is completely voluntary-participation based, is to help eliminate any internalized prejudice as to their manager-level career development, expand their career options, acquire the broader perspective needed to perform in high-level positions, and develop a sense of ownership over their careers.

International Women's Day Initiatives

The Fujitsu Group uses the occasion of International Women's Day, which falls on March 8 each year, as an opportunity to communicate messages from top management and promote the event outside the company through social media. In addition, we use green, the theme color of gender at the Fujitsu Group, to build a sense of unity and cohesion within the group, while accelerating the transformation of corporate culture by holding various events such as Webinars and lectures in each region. Furthermore, since FY2018, Fujitsu and its domestic Group companies have been hosting lectures and networking events by guests from inside and outside Fujitsu, and other regions have also been implementing events and measures to make this International Women's Day an important opportunity in the area of gender.

In FY2022, Fujitsu implemented various initiatives in conjunction with its "Thanks Project," which is aimed at encouraging employees to express their gratitude to each other more than ever amid changing work styles, and to make this a part of the company's culture.

Other Initiatives

In the Americas region, the Women's Innovative Network (WIN) offered a series sharing challenges and successes. East Asia and APAC (ASEAN and India) hosted online coffee table dialogues during Asia Human Rights and DE&I Week. Two guest female leaders offered advice to female employees. Europe and Global Delivery celebrated International Men's Day on November 19, providing an opportunity to understand DE&I concerning men and achieve it. Europe (NWE area) and Global Delivery are working on a gender pay cap program. Fujitsu Germany hosted a German Girl's Day event, giving female students the opportunity to experience AI. Global Delivery offers INSPIRE, a learning and mentoring program focused on women leaders.



Coffee Table conversation during the Asia Human Rights, DE&I Week

Initiatives for Health, Disability and Accessibility

At Fujitsu, we do not impose restrictions on the types of jobs available to people with disabilities. As such, there are people with disabilities who work in a wide range of jobs, from sales staff to SEs, R&D staff, administrative staff, and more.

During the hiring process, we prepare pamphlets and websites aimed toward job seekers with disabilities. This pamphlet includes employee interviews, as well as information as to our stance on the employment of people with disabilities, and the wide range of jobs available to them. In explaining how we provide an affirming and individually oriented workplace for all, regardless of disability, we hope to relieve them of any anxiety they may have about their employment. We also conduct long-term follow-up on these employees, from training until they become settled in their jobs, to encourage them to stay with us for the long term.

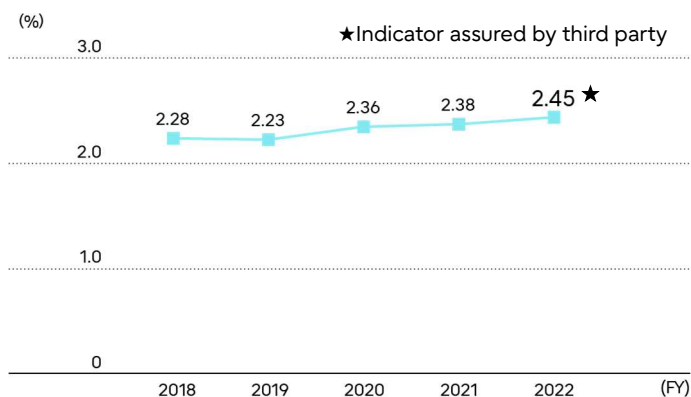
Examples of this include special training programs when they enter the company, and workplace-oriented consultations so that each employee is able to perform to the best of their abilities.

We also created a manual for workplaces, called the Work Style Guideline. It lists the things that employees should consider when working with employees with disabilities, according to each type of disability, to help understanding in the workplace.

In addition, we introduced a diversity communication tool—FUJITSU Software LiveTalk—as a common service for Fujitsu and its domestic Group companies, in order to support smooth communication and efficient operations which include employees who are hearing-impaired. We are implementing strategic measures such as hiring, accessibility improvements, and employee network activities in other regions, as well, according to the situation of the region and the country.

> [FUJITSU Software LiveTalk](#)

Trend in Employment Rate of People with Disabilities (Fujitsu Limited)



Initiatives on the International Day of Persons with Disabilities

On December 3, the International Day of Persons with Disabilities, we used purple, the Fujitsu Group's theme color for health and disability, to create a sense of unity within the Group, and delivered messages from top management. We are working together with DE&I promotion teams and employee network groups in each region to raise awareness of disabilities by holding events such as webinars and roundtables which promote understanding for people with disabilities, as well as conducting various initiatives that are aimed at boosting employee awareness.

Employee Network Groups of Employees with Disabilities

The Fujitsu Group has employee network groups of disabilities in each region. With the support of a global executive sponsors, they are working to promote understanding of disabilities and create an inclusive environment while forming a global network (Global Network of Persons with Disabilities).

Special Subsidiaries to Promote the Employment of People with Disabilities

At Fujitsu and its domestic Group companies, we have established special subsidiaries in order to provide people with disabilities a wider range of workplaces. These subsidiaries work to cater to the unique needs of each and every individual, and create workplaces where they can thrive.

Initiatives in Other Regions

In certain regions, employees who promote DE&I are providing support for the Human Resources Department and reforming internal regulations and hiring practices, in order to build a workplace that is more inclusive for people with disabilities. Fujitsu has created a system for interviewing people with disabilities about their support needs on a voluntary and confidential basis. By improving the workplace through these initiatives, we will further improve the inclusion of people with disabilities.

	Year Established	No. of Employees with Disabilities	Main Work Tasks	Business Office (s)
Fujitsu FSAS & Sun Ltd.	1995	31	ATM, printer-related and personal computer repair, various services related to maintenance services for Fujitsu products, and system service operations	Beppu
Fujitsu Harmony Limited (as of March 31, 2023)	2013	197	Converting documents to PDF, office cleaning, restocking of office supplies, business card creation, setting up medical examination suits, novelty item creation, health-keeping services (employee massages)	Sapporo Office Numazu Office Niigata Office Aomori Office Sendai Office Kawasaki Office Nagano Office Nasu Office Makuhari Office Kawasaki Tower Kamata Office Shin-Kawasaki Office Nakahara Office Fukuoka Office Saitama Office Osaka Office Naha Office Nagoya Office Hiroshima Office* Shiodome Office* Kanagawa Office* *Health-keeping services only

Accessibility

The Fujitsu Group strives for communication that is open and accessible to all people with diverse characteristics.

Related departments collaborate to achieve accessibility across brand communications, product services, and work environments.

The new corporate brand applies a diversity-conscious design and emphasizes accessibility by developing a unique corporate font that is easy to read.

- > [A global design award for corporate rebranding: Determination to transform into an SX company with a new Brand Identity](#)

Other Initiatives

Fujitsu UK utilized the newly launched “Be Completely You Passport” to enable employees to share the support they need in the workplace and work with employee network groups to ensure that reasonable accommodations continue to be available to them as their duties change. Fujitsu Thailand, Fujitsu Vietnam, Fujitsu Indonesia, and Fujitsu Singapore donated funds and scholarships to support children with disabilities and those who lack access to education, technology, and employment opportunities.



Fujitsu Thailand employees visited schools to donate and install desktop computers

Initiatives for Culture and Ethnicity

The Fujitsu Group is moving forward with efforts to create a corporate culture which treats people from diverse racial and ethnic backgrounds with respect. We are launching activities related to ethnicity and culture on a global scale. Various events are held in each region, such as employee network group activities to understand diverse cultures and ethnic groups, events to understand national and regional cultures, activities to provide a deeper understanding of specific ethnic groups, and activities to support ethnic minorities.

Fujitsu UK voluntarily published the ethnicity pay gap from 2021 to strengthen racial equality. Black Employee Inclusion Network Group (BEING) in the Americas region provided cultural education through Black History Month celebrations and partnerships with non-profit organizations. BEING also obtained funds from the Fujitsu Group's Strategic Community Investment 2022 program for promoting careers in STEM fields among young people. Fujitsu Australia has established an Indigenous-operated digital service center in Cherbourg, Australia (First Nations Service Centre), employing eight people and helping them develop their careers through training and support. The Fujitsu New Zealand Legal & Compliance Team was selected as a finalist for the D&I Initiative of the Year Award at the New Zealand Law Awards for its Māori and Pacific Peoples Inclusion Plan.

In addition, we, at Fujitsu, hire global personnel, including international students and students from overseas universities, by participating career events and holding in-house seminars for international students in and outside Japan. As a result, we have employed 674 foreign nationals at Fujitsu as of the end of FY2022. To help international employees integrate into Fujitsu's organizational environment and life in Japan, we have implemented a mentoring program, internal recommendations to promote the use of both Japanese and English for internal information and information sharing through our intranet site and internal social media. The English Club, a voluntary employees' network group established in Japan in which employees communicate in English, has developed into a lively exchange activity with participants from other regions joining its online activities, adding vitality to cross-cultural understanding.



Members of the First Nations Service Center supporting the digital transformation of indigenous peoples



Americas region Black Employee Inclusion Network Group (BEING) logo

LGBTI+ Initiatives

In June 2018, Fujitsu became the first Japanese company to express its support for the UN's LGBTI Standards of Conduct for Business. To create an environment where everyone can work comfortably and fully demonstrate their abilities, we are promoting efforts to deepen understanding of gender diversity while continuously communicating messages from management to all employees.

In Japan, we are also expanding the scope of application of our internal systems, such as congratulatory and condolence payments, vacation days, and leaves of absence, to include same-sex partners as well. We also take into consideration the use of preferred names based on gender identity and other efforts in order to create a support work environment.

Our efforts to raise awareness across the entire company include providing training on human rights, hosting lectures, and sending out messages through the intranet. In addition, we also host LGBTI+ Ally Meetings, where employees can engage in discussions with a diverse range of LGBTI+ individuals, in order to expand the network of LGBTI+ allies. Since 2017, we have hosted screening events under the theme of LGBTI+ and LGBTI+ allyship (2017: The Case Against 8 / 2018: Kalanchoe / 2021 and 2022: I am what I am. – Over the Rainbow – / 2022: I am Here – We Live Together). In recent years, participants of these events have started to naturally declare their LGBTI+ allyship in the workplace, by using rainbow-colored backgrounds for online meetings.

We are also committed to activities that contribute to the creation of a diverse and sustainable society. We are a partner in Pride House Tokyo (*1), a project that aims to create a permanent place where the next generation of LGBTQ youth can gather in safety and security, and where organizations, individuals, and businesses across different sectors work together to disseminate information about sexual minorities. In recognition of these efforts, the company received the highest "Gold" rating in the PRIDE Index by the voluntary organization "work with Pride."

(*1) Pride House Tokyo : [Japanese language](#)
[English language](#)



Voluntary company participants in parades (photos taken in 2019 and 2018)

The Americas region installed restrooms for all genders and celebrated four pride (Policies on LGBTI+) events focusing on transgender people.

Fujitsu America was selected as one of the Best Places to Work for LGBTQ+ Equality 2022. The CEE area of Europe celebrated the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), and

Fujitsu UK was named one of the top 50 companies in the Stonewall Workplace Equality Index as an equal workplace for LGBTI+ employees.

Fujitsu Pride



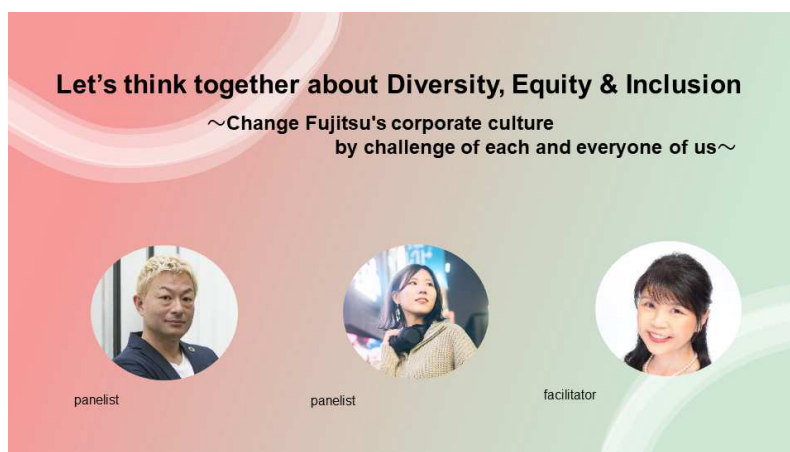
Fujitsu Pride is a movement at the Fujitsu Group where representatives from employee network groups of LGBTI+ people and allies from each region come together to collaborate and take action on a global scale with the support of executive sponsors. Since 2020, we have held the first-ever online "Global Fujitsu Virtual Pride Week," hosted by Fujitsu Pride. Executives and employees from Fujitsu and group companies in Japan and overseas participate, and activities such as virtual parades, online seminars, panel discussions, and small group events to discuss LGBTI+ issues are conducted.

Common global logo

Initiatives for Inter-generations

The Fujitsu Group strives for a corporate culture where all group ages should feel respected and that they have opportunities to succeed.

As part of this effort, Fujitsu set up a dialogue forum for employees across generations to deepen mutual understanding as they discussed their values and job satisfaction.



Dialogue forum for employees across generations

The Americas region has a networking group of employees who were in the armed forces. Fujitsu Vietnam encouraged employees who were in the armed forces by donating gifts and donations to wounded and ill veterans. Global Delivery hosted a Webinar for the sandwich generation (the generation that needs to care for older family members and their children). Various other initiatives are also underway in each region.

Support of a Healthy Work-Life Balance

Fujitsu is moving forward with efforts to establish systems that will allow employees to better balance their work and private life, including such events as childbirth, childcare, and long-term care. In addition to introducing and mainstreaming remote work, we are promoting a balance between work and childcare and long-term care by overhauling work systems, such as expanding "flex time" work setups without core work hours, and increasing the number of days men can take our unique parental leave.

Childbirth and Childcare

Fujitsu has established an Action Plan (*2) in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children. We also provide babysitter subsidies and have in-house childcare facilities in our business offices. Several times a year, we also conduct seminars for employees who have just returned from parental leave, as well as seminars for supervisors of employees who are on parental leave, with the aim of

providing workplace support and constructing networks, in addition to promoting diversity management. Furthermore, in addition to support seminars for employees who are about to take maternity or childcare leave, we also hold seminars for employees who are thinking about their career plans based on taking maternity or childcare leave in the future, employees whose spouses are about to have a baby, and supervisors who have such employees under their supervision, to fully support them in balancing work and childcare.

(*2) Action Plan: The first Action Plan was implemented in 2005. This current one is the 7th Action Plan (April 1, 2021 – March 31, 2024).

➤ [7th Action Plan \(61.6KB\)](#)

Nursing Care

Since FY2017, we have also hosted the Balancing Work and Nursing Care seminar for employees involved in nursing care. The seminar provides an opportunity to learn basic knowledge about nursing care in general, including support policies both inside and outside of the company, the mental/emotional attitude needed, and the preparation that goes into providing nursing care. In addition, in FY2020, we released a handbook which compiles information about knowledge and behavior to keep in mind for each stage of care, as well as the company systems available for use, with the goal of having employees use them to balance work and nursing care. Furthermore, in conjunction with CareNet, Inc., a Fujitsu Group company that offers nursing care services, we launched a Nursing Care Consultation Service, and are aiming to realize employee wellbeing by addressing the nursing care worries of each employee across the entire Fujitsu Group.

External Awards / Certifications

See [here](#) for a list of the external awards / certifications that Fujitsu has received for its diversity efforts.

Initiatives in Other Regions

Region Name	Awards and Recognition in FY2022
Americas	<ul style="list-style-type: none"> • Best Place to Work for LGBTQ+ Equality 2022 (human rights campaign) • Fujitsu America: Selected by its African-American employee network for the Fujitsu Group's Strategic Community Investment 2022 program to support Girls Who Code (a non-profit organization that supports education in STEM fields for women, of which Fujitsu is committed to)
APAC	<ul style="list-style-type: none"> • Fujitsu Australia: Gold Level Award in the Australia Workplace Equality Index for LGBTI+ inclusion • Fujitsu New Zealand: Certified for LGBTI+ Inclusion by Rainbow Tick • Fujitsu Australia and Camp Quality's Kids' Guide to Cancer App win 2023 ISG Paragon Awards™ ANZ • Fujitsu Australia and Camp Quality's Kids' Guide to Cancer App win the Best Not-for-profit Project at 2023 iTnews Benchmark Awards • Fujitsu Asia: 2 employees respectively selected as winners in the Innovation (Partner) category and finalists in the Achievement (Partner) category of the Women in ICT Awards (WIICTA)"
Europe	<ul style="list-style-type: none"> • Fujitsu UK: Received 2022 Black Tech Achievement Award • Fujitsu UK: Named top company in the 2022 Social Mobility Employer Index • Fujitsu UK: Named Disability Confident Leader by the UK Government for the third consecutive year since 2017 • Fujitsu UK: Named one of the top 50 companies for gender equality by The Times • Fujitsu Germany: Awarded in the Women's Career Index (FKI) for the third time
Global Delivery	<ul style="list-style-type: none"> • Fujitsu Services' INSPIRE (a learning and mentoring program for female leaders) won the Fujitsu Way Empathy Award in the in-house 2022 Sustainability Contribution Awards

	<ul style="list-style-type: none"> • Fujitsu GDC India: Named Best DEI Employer and Champion of Change by BW Businessworld • Fujitsu GDC India: Received Bronze Award from India Workplace Equality Index for LGBTI Inclusion
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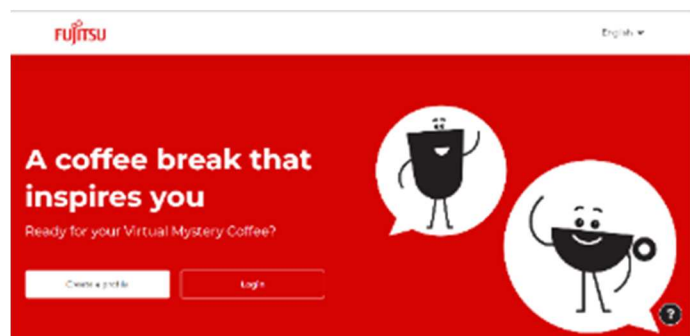
Fujitsu UK's Black Tech Achievement Award 2022

FY2022 Performance

★Indicator assured by third party

Initiatives to Foster Corporate Culture

- DE&I Session (former name: Companywide Diversity Promotion Forum): 516 participants in FY2022 (Fujitsu, domestic Group companies, and each overseas region)
- Incorporated DE&I questions into our annual global engagement survey
- Held Human Rights and DE&I Week (East Asia)
- Held intercultural awareness session "Working with Japanese Employees" (Europe (CEE area))
- Celebrated Inclusion Week 2022 (Europe (NWE area))
- Providing training for inclusive recruitment and aiming to recruit diverse talent (Europe (NWE area))
- Conducted inclusive leadership training (Global Delivery)
- Leaders participated in reverse mentoring program on viewpoints with reverse mentors who were young employee from diverse backgrounds, and fostered inclusive leadership behaviors in one-on-one environment (Europe region)
- Launched "Mystery Coffee" in Europe region to create inclusive atmosphere and sense of togetherness in workplace, and expanded both in-house and globally (Europe (CEE area))



Mystery Coffee in Europe

Gender Initiatives

- Female employee rate: 19.5% / Female manager rate: 9.1%★ / Newly appointed female manager rate:

25.8% (Fujitsu)

- Held Female Employee Career Workshop: 356 participants in FY2022 (Fujitsu and domestic Group companies)
- Implemented measures to celebrate International Women's Day (in each region)
- Implemented measures to celebrate International Men's Day (Europe, Global Delivery)
- Provided External training program for women (Fujitsu)
- Activities of Network groups for gender empowerment and diversity (in each region)
- Conducted Gender Pay Gap Program (Europe (NWE area), Global Delivery)
- Held Girl's Day event in Germany (Fujitsu Germany)
- Offered program for women leaders (INSPIRE) (Global Delivery)

Initiatives for Health, Disability and Accessibility

- Rate of employment for people with disabilities: 2.45%★ (June 2022) (Fujitsu)
- Conducted International Day of Persons with Disabilities event (Japan region): Posted video interviews with people with disabilities regarding their thoughts on DE&I
- Implemented measures to celebrate International Day of Persons with Disabilities (in each region)
- Introduced LiveTalk, a diversity communication tool for hearing-impaired people, company-wide, and for all domestic group companies (Fujitsu and its domestic Group companies)
- Held lectures by employees with disabilities at new employee training (Fujitsu)
- Held seminars to promote understanding of disabilities (FY2022: 2 times)
- Employee network groups for people with disabilities (in each region)
- Conducted photo contest for pets supporting people with disabilities (Americas region)
- Conducted #CaringforCarers campaign to support caregivers (Global Delivery)
- Conducted survey of persons with disabilities through cross-sectional project to improve employment and working conditions for persons with disabilities

Initiatives for Culture and Ethnicity

- Employee network group activities for understanding diverse cultures and specific ethnic groups (in each region)
- Activities of Black Employee Inclusion Network Group (BEING) (Americas region)
- Activities of LatinX Link (Latino employee inclusion network group) (Americas region)
- Mentoring program for foreign employees and support for English Club (Fujitsu)
- Fujitsu New Zealand Legal & Compliance Team selected as finalist for D&I Initiative of the Year Award at the New Zealand Law Awards for Māori and Pacific Peoples Inclusion Plan
- Celebrated National Reconciliation Week (a period for understanding Australian culture, history, etc. and creating a better relationship with indigenous people) (APAC (Oceania area))
- Celebrated Matariki star cluster, which marks Māori New Year, as part of Māori and Pacific Peoples Inclusion Plan for first time (Fujitsu New Zealand)
- Non-Japanese employees share stories of their cross-cultural experiences in Japan

LGBTI+ Initiatives

- Global Fujitsu Virtual Pride Week 2022 (Fujitsu Group)
- Employee network groups for LGBTI+ employees and allies (in each region)
- Online film screening and discussion (movies "I am what I am. – Over the rainbow –" and "I am Here – We Live Together")
- Participation in "Business For Marriage Equality," a corporate campaign that calls for marriage equality in Japan (from November 2020)
- Participated in career workshop at Pride House Tokyo's "LGBTQ+ Youth EXPO"
- Celebrated National Coming Out Day and Transgender Awareness Week (Americas region)
- Selected as one of the top 50 companies in Stonewall Workplace Equality Index (Fujitsu UK)

- Celebrated International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) (Europe (CEE area))
- Awarded Pride Champion Silver 2022 by the PRIDE Champion Audit (Fujitsu Germany)

Intergenerational Initiatives

- Initiatives for Inter-generations Activities of veteran employee network group (Americas region)
- Hosted Webinar for the sandwich generation (the generation that needs to care for older family members and their children) (Global Delivery)
- Donated gifts and money to an agriculture hospital and charitable organization for children with disabilities and orphans on Children’s Day (Fujitsu Vietnam)
- Donated gifts and money to wounded and ill veterans for encouragement (Fujitsu Vietnam)
- Donated money and scholarships to support children with disabilities and those with no or little access to education, technology and employment opportunities (Fujitsu Thailand, Fujitsu Vietnam, Fujitsu Indonesia, and Fujitsu Singapore)

Efforts Toward the Support of a Healthy Work-Life Balance (Fujitsu)

Event Name	Frequency	Participants	Details
DE&I / Diversity Promotion Seminar for child-rearing employees	2 times	114	Health advice from public health nurses, lectures by external speakers, dialogue with executive-level staff, group discussions
DE&I / Diversity Management Seminar for supervisors of employees with children	2 times	314	Health advice from public health nurses, lectures on management by external speakers, group discussions
Preparatory seminars for maternity/paternity leave	2 times	412	Policy explanations, health advice from public health nurses, lectures by postpartum doulas, panel discussions, group discussions

- Number of Employees Utilizing Childcare and/or Nursing Care Policies, and Reinstatement/Retention Rates of Employees after Childcare and/or Nursing Care Leave (Fujitsu)
Number of Employees Utilizing Policies (FY2022: Fujitsu) (Unit: No. of employees) (*3)

	No. of Users	Men	Women
Child Care Leave (*4) (*5)	518★	286	232
Family Care Leave	18★	10	8
Short Working Hours (child care)	670★	21	649
Short Working Hours (family care)	11★	8	3
Paternity Leave (*6)	549★	549	-

(*3) Data applies to regular employees enrolled as of the end of the fiscal year (March 20).

(*4) Short-term childcare leave taken within 8 weeks of childbirth and subsequent re-taking (so-called paternity leave) are counted as 1 person each.

(*5) Employees who have taken parental leave for the first time for a subject child, regardless of whether the child was born within the current year (in accordance with the calculation method accompanying the disclosure of the status of parental leave) (including combined use with childcare leave) are counted.

(*6) Employees who had a child during the fiscal year and took such leave during the fiscal year (including combined use with childcare leave) are counted.

Reinstatement/Retention Rates After Child Care Leave/Family Care Leave (FY2022: Fujitsu)

	Reinstatement Rate	Retention Rate
Child Care Leave	100%	96.6%
Family Care Leave	100%	85.7%