



We will achieve employee well-being and sustainable growth of the Company based on an employee-first approach.

**Takeshi Kadoshima**  
Managing Executive Officer  
General Manager, Human Resources and General Affairs Office

One of Fuji Electric’s management policies is to “maximize our strengths as a team, respecting employees’ diverse ambition,” and the Fuji Electric Code of Conduct states that we will respect and value all people. We consider respect for human rights, health and safety, and the protection of our employees’ health to be the foundation of our business activities and actively invest in people to encourage activities, training, and suitable assignment of human resources, which become the core of our efforts to achieve the sustainable growth of the Company.

In an environment in which the future is not easy to predict and a shift to new values is underway, the most important thing for the Company to continue to grow sustainably is our human resources. In the rapidly changing business environment, we are developing various measures to nurture human resources who can continue to create new added value while working under our management strategies to adapt to changes in the environment.

The human resource strategy in the FY2026 Medium-Term Management Plan sets forth a vision of realizing a virtuous cycle of employee well-being and sustainable growth for the Company while continuing our employee-first approach. Through human resources management that respects individuality and diversity, we will globally promote the development of a system that enables each employee to feel happy working for Fuji Electric while autonomously increasing productivity, and an environment in which diverse human resources can transcend the boundaries of their divisions and regions as well as demonstrate their collective strengths as a team.



Respect for Human Rights

Based on international human rights norms such as the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, we are working to establish a sustainable corporate structure that is never involved in or complicit in human rights violations. Based on our Policy for Human Rights of the Employees, we implement human rights and labor assessments as a part of our human rights due diligence\* targeting our operating sites and consolidated subsidiaries both in Japan and overseas.

In fiscal 2023, we conducted an e-learning program for employees on the theme of “Business and Human Rights” to deepen their understandings of internationally agreed-upon human rights concepts and the relationship between corporate activities and human rights. We also reorganized our human rights initiatives to date and disclosed a statement in response to the UK Modern Slavery Act in October 2023.

Fiscal 2024 is the implementation year of the Human Rights and Labor Assessment, and we will inspect and improve the statuses of our initiatives at Japanese and overseas consolidated subsidiaries. Though improvements have been completed for items that were not achieved in previous years, we will re-check the statuses of these items and continue to promote them as ongoing initiatives.

\* Human rights due diligence: Efforts to recognize, prevent, and deal with the risk of human rights violation risks in advance

Promoting Active Participation of Diverse Human Resources

Promoting the Active Participation of Female Employees

We are promoting diversity in accordance with our management policies, to “maximize our strengths as a team, respecting employees’ diverse ambition.” To realize the Company’s sustainable growth through adaptation to change and creation of new value by diverse human resources, we are enhancing our workplaces so that diverse human resources can play an active role. In particular, we are strengthening measures to promote women’s active participation.

We are promoting initiatives from three perspectives—namely, recruitment, career development support, and the creation of a comfortable working environment—and we have established a recruitment project focusing on female employees with science and engineering backgrounds, a mentorship for young employees, and a training system to support career development. In fiscal 2023 we encourage female employees to proactively register for the program (page 55), and thus far, 16 female employees have registered.

Under our medium-term human resource strategy that starts in fiscal 2024, we plan to promote measures to foster female line positions (target for fiscal 2026: 450 managers and above, including 40 line managers) with a view to producing female executives in the future.

Ratio of Female Employees, Ratio of Females Hired, Ratio of Female Managers, and Number of Female Employees in Supervisory Positions (Japan)

	2021 (end of fiscal year)	2022 (end of fiscal year)	2023 (end of fiscal year)	2026 (end of fiscal year) (Target)
Ratio of female employees	13.3%	13.6%	13.8%	—
Ratio of females hired*1	20%	21%	21%	20% or higher
Ratio of female managers*2	2.8%	3.2%	3.6%	4.8%
No. of female employees in supervisory positions*3	295	316	336	450

Data collected from the Company and its six subsidiaries in Japan that adopt the same personnel system  
\*1 Graduates from universities or technical colleges \*2 Managerial positions or above  
\*3 Team leaders or above

Ratio of Female Employees, Ratio of Female Managers (Overseas, as of end of fiscal 2023)

	Overseas consolidated	(Reference) Consolidated Japanese and overseas
Ratio of female hired	39.9%	24.8%
Ratio of female managers	28.0%	9.1%

TOPICS

Promoting the active participation of female employees

Since 2006, Fuji Electric has been focusing on initiatives to promote the active participation of female employees. Through initiatives centered on strengthening recruitment, supporting career development, and creating a comfortable working environment, we have increased both the number of female employees and the number of female employees in supervisory positions, and initiatives to promote the active participation of female employees have become firmly established in our workplaces.

Going forward, we will strengthen training of female line managers, such as senior managers and managers, with a view to producing female directors in the future. In a fiscal 2023 survey of female employees, many voiced concerns

about their own mindset in becoming line managers. Based on these comments, in fiscal 2024, we plan to introduce a mentorship for female employees who will be candidates for line positions.



A female employee’s opinion

“The good thing about Fuji Electric is that I can decide how I want to work and then make adjustments. Although there was no one in my division who had returned to work after childbirth, I was able to create my own work style by utilizing the reduced working hour system, annual paid leave by hour, and the location-flexible work system, which enables me to choose where I work. Though my days are busy, I strongly feel that I am able to do everything I can because of the support of those around me.” (Engineering division, Industry Business Group)

Main Initiatives

Training for female managers	Provide training for female managers to acquire the skills required to participate in management
Cultivation of priority career targets	Education and training for female employees to advance their careers. Support to challenge upper-level positions through lectures to improve basic skills and practical exercises for problem solving
Sister system	Cross-departmental mentorship with senior female employees as advisors
Project to recruit women with science and engineering backgrounds	Initiatives to recruit female employees with science and engineering backgrounds through seminars that provide first-hand accounts of female employees with science and engineering backgrounds who are successful in the workplace

Promoting the Active Participation of Senior Employees

From the perspectives of the aging of our labor force and of securing our workforce, we are focusing on promoting active participation of our senior employees. Senior employees 60 or older who have abundant experience, skills, and knowledge in the Company are a valuable asset. By developing a system that enables employees to work actively even after the age of 60, we are striving to strike a balance between the fulfillment of their lifelong careers and the continuation of our business.

Since its introduction in fiscal 2000, the Selective Retirement Extension System for general employees, which allows them to choose a retirement age between 60 and 65 according to their individual life plans, has seen wide use. In fiscal 2023, in response to employee needs, we revised the system to increase the flexibility of the timing of determining one's retirement age and of changing the age after determination. The Senior Task System for senior executives includes a system that enables employees to be treated at the same level as before age 60, depending on their performance after age 60, and the Employment Guidelines for Employees over 65 enable employees to demonstrate their advanced skills and

Selection Rate of the Selective Retirement Extension System			
	FY2021	FY2022	FY2023
General employees:			
Selective retirement extension system	254	270	301
Number of employees (Selection rate)	(82.5%)	(82.1%)	(85.5%)
Managers: Senior task system	120	142	127
Number of employees (Selection rate)	(96.8%)	(91.6%)	(94.8%)

Initiatives to Cultivate Human Resources

In the Fuji Electric Code of Conduct, we have expressed our commitment to reinforce human resource cultivation to achieve the development of each individual employee as well as the collective strength of the team. We are enhancing

Fostering Next-Generation Management

In the development of future management personnel, there are three main points: first, careful selection of those to be trained while they are young; second, systematic on-the-job training that requires business and job rotation as well as experience in overseas operations; and third, participation in selective training programs. We also operate a Line Successor Planning System aimed at the systematic development of line managers, and we are working to develop management personnel more effectively by linking posts that require succession training with individual development. Once a year, the details of the selection of people to be trained, the status of implementation of training rotations, and the status of participation in selective training are shared and discussed with the executive officers in order to enhance the content.

knowledge and remain active up to age 75. We have thus established a system to promote the active participation of senior employees.

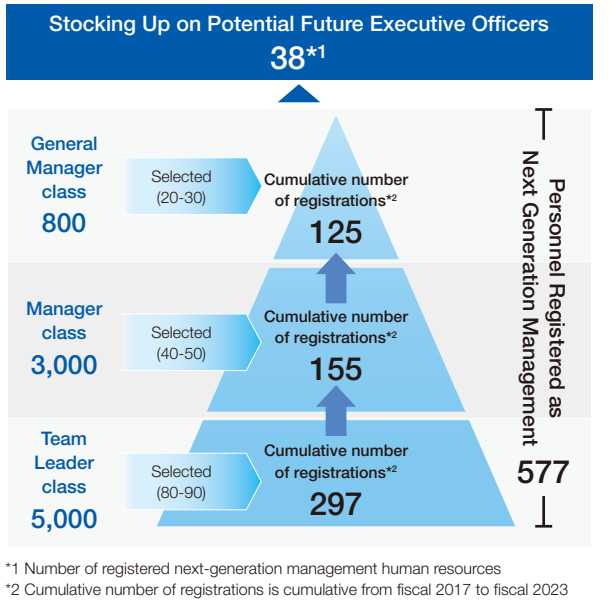
Under our medium-term human resources strategy starting in FY2024, we plan to examine and consider how senior employees should work and how they should be treated after the age of 60, with the aim of further increasing their motivation.

Promoting the Active Participation of Differently Abled People

Fuji Electric established Fuji Electric Frontier Co., Ltd. in 1994 as a special-purpose subsidiary under the Act to Facilitate the Employment of Persons with Disabilities. This Company is working to promote the active participation of differently abled people by gradually expanding the scope of its activities through the hiring of differently abled people and the expansion of their scope of duties. In fiscal 2023, with the start of activities at the Tsukuba Factory, we expanded the scope of activities to 14 major factories in Japan. In addition to the company's assigned major duties of internal document delivery and cleaning, this Company is actively working to expand the scope of duties to include manufacturing support and light-duty work.

As of June of 2024, 457 differently abled people were registered, and the employment ratio of such people was 2.95%, well above the statutory employment rate (2.5%). We will continue striving to hire about 10 differently abled people per year as we secure and expand duties available to them and work on achieving stable employment.

the cultivation of human resources who can demonstrate strong leadership and a high level of expertise by bolstering employee skill development and strengthening our investment in education.



Fostering Global Human Resources

To expand our overseas business, we have been working on global human resource development measures. Since fiscal 2017, we have been promoting the development of Japanese employees by dispatching them to our overseas bases under a company-wide global human resource development system (51 employees in total since 2017), providing training in Japan to employees of overseas bases (78 employees in total), and operating and improving language classes in Japan (1,659 employees in total).

Going forward, we will fully implement the management human resource development measures for our overseas bases that we started in fiscal 2023 as well as establish a PDCA cycle.

Reskilling and Cultivating Digital Human Resources

To enable diverse human resources to realize “autonomous

Creating a Motivating Workplace

Workstyle Reforms

We are promoting workstyle reforms in how we work from the twin perspectives of promoting active participation of diverse human resources, including supporting and enhancing work-life balance, and increasing productivity through reforms in how we work that lead to improved work quality and efficiency.

Regarding efforts to reduce long working hours and encourage employees to take leave, since fiscal 2017, we have focused on steady awareness-raising activities and IT-based visualization of actual working hours to realize more balanced work styles. To comply with the maximum overtime limit in the construction industry, which became effective in April 2024, we have established a system for ensuring legal compliance by making work arrangements more flexible and by improving work processes.

Also, in an effort to raise awareness about productivity improvement at the individual level, we have developed Smart Work Incentives, which are a set of rules for providing benefits to employees who achieve a high time value in their work.

The scope of the use of various work systems related to flexible working hours and locations is being expanded in stages based on employee needs. In fiscal 2023, we revised the system to improve convenience for employees who are providing nursing care while working to create a more flexible work environment. We have also established systems to help employees balance work and family life, such as the vacation systems for childcare and family care, reduced working hour system, and leave system for employees whose spouse has been transferred at work.

In addition, we are promoting the use of a free address system (unassigned seating) in the workplace with the aim of improving productivity, starting with productivity in the

	FY2018	FY2023
Average overtime hours per month	24.4	19.9
Average number of paid vacation days acquired annually	14.5	18.1
Total number of home/satellite office users	2,397	113,728
Childcare leave system	107	151
Number (%) of male employees who took childcare leave (ratio)	6 (3.1%)	60 (29.1%)

and productive work styles,” we are working on human resource development through reskilling to meet business needs, upskilling to improve productivity, and support for autonomous career development.

In particular, we are actively working to develop digital human resources to solve problems, create new value, and improve productivity in internal operations by utilizing advanced digital transformation (DX) technologies such as AI and IoT. We provide education to improve DX literacy not only to the engineers responsible for development but to the production, sales, and service divisions. A total of more than 9,000 people attended DX-related courses during the three-year period from fiscal 2021 to fiscal 2023.

In addition to operating a career design system and level-specific training, we offer a variety of elective courses in business skills, technology, and other areas to help employees develop their careers, and we actively support the type of growth needed by each employee.

workplace. By minimizing the amount of paper documents and enhancing the meeting booths using the space left vacant by reducing the number of seats, we are promoting the development of a highly productive, easy-to-work-in environment. In fiscal 2024, we plan to completely change the head office area to a free address system.

Communication with Employees

In order to understand employee awareness, the Company conducts an annual employee awareness survey consisting of a total of 95 questions for Japanese and overseas consolidated subsidiaries to make fixed-point observations on overall employee awareness, including satisfaction toward the Company, the workplace, and their jobs. The results of the survey are reported at the Executive Committee, and the results of the analysis for each organization are provided to general managers and representatives of subsidiaries for use in improving their respective issues.

The results of the employee awareness survey to date have been directly linked to various human resource measures, such as training to strengthen management of middle managers; support for employee career development and expansion of education and training; and incentives to improve and to streamline initiatives for skilled employees.

The results of the annual employee awareness survey are positioned as an indicator of our human capital initiatives. From fiscal 2024 onward, in addition to the level of satisfaction with the company, we have established a new index for measuring the degree of realization of the human resource strategy vision, the Well-being Index. This index consists of four elements: job satisfaction, work-life balance, mental and physical health, and satisfaction with evaluations.

	Targets	FY2022 Results	FY2023 Results	FY2026 Targets
Satisfaction with the company*1		3.8 pt	3.8 pt	3.8 pt or higher
Well-Being Index*2		—	3.5 pt	3.6 pt or higher

\*1 The average of responses to the representative prompt, "I am satisfied working at Fuji Electric," indicating overall satisfaction with the company.

\*2 The average of responses to questions regarding job satisfaction, work-life balance, mental and physical health, and satisfaction with evaluations.

(5-point scale from 1 to 5, with higher scores indicating a more positive attitude. The survey covers Japanese and overseas consolidated subsidiaries except for the Company and Fuji Furukawa Engineering & Construction Co., Ltd.)