

## 5-year Non-financial Data



Human Capital		FY2018	FY2019	FY2020	FY2021	FY2022
Number of employees	Hitachi Group	295,941	301,056	350,864	368,247	<b>322,525</b>
	Hitachi, Ltd.	33,490	31,442	29,850	29,485	<b>28,672</b>
Average service (years)* <sup>1</sup>	Hitachi Group	15.1	15.0	13.6	13.5	<b>12.6</b>
Turnover ratio (%) <sup>*1*2*3</sup>	Hitachi Group	6.3	5.2	4.3	7.5	<b>8.5</b>

### Percentage of Positive Responses to Employee Engagement Questions\*<sup>4</sup> (Hitachi Group)

Global average (%)		60	60	62	65	<b>69.5</b>
By region (%)	Japan	—	—	—	56	<b>61.2</b>
	Overseas	—	—	—	80	<b>82.3</b>

### Digital Talent\*<sup>5</sup> (Hitachi Group)

Global (persons)		—	30,000	35,000	67,000	<b>83,000</b>
By region	Japan	—	19,000	23,000	29,000	<b>42,000</b>
	Overseas	—	11,000	12,000	38,000	<b>41,000</b>

### Diversity, Equity and Inclusion

Ratio of female employees (%) <sup>*1*2</sup>	Hitachi Group	18.8	19.4	19.1	20.2	<b>22.3</b>
Ratio of female managers (%/persons) <sup>*1*2*6*7</sup>	Hitachi Group	8.3 (3,975)	8.9 (4,302)	9.5 (4,641)	9.8 (4,762)	<b>13.0 (8,461)</b>
	Hitachi, Ltd.	4.8 (635)	5.5 (700)	6.5 (768)	6.8 (785)	<b>7.4 (826)</b>

### Ratios of Female and Non-Japanese Executives\* (Hitachi, Ltd.)

	June 2019	July 2020	June 2021	June 2022	June 2023
Number of female executives	4	5	7	9	<b>9</b>
Ratio of female executives (%)	5.0	7.1	10.1	12.2	<b>11.4</b>
Number of non-Japanese executives	7	6	8	13	<b>16</b>
Ratio of non-Japanese executives (%)	8.8	8.6	11.6	17.6	<b>20.3</b>

\* Executive Officers and Corporate Officers

[Scope of Data]

\*<sup>1</sup> Approximately 20,000 manufacturing workers not registered in the employee database and approximately 8,000 employees of some newly consolidated companies are not included.\*<sup>2</sup> The figures are based on enrolled employees with employment contracts including those seconded from the Hitachi Group to other companies and those taking leave, and excluding those seconded from other companies to the Hitachi Group (as of March 31).\*<sup>3</sup> Figures include only voluntary resignations.\*<sup>4</sup> Questions change slightly each year. Above figures are not adjusted for changes in questions. In fiscal 2022, the composition of questions measuring employee engagement was revised. The percentage was calculated from the average of the percentage of positive responses to the following four questions: pride in working for Hitachi; whether it is a great place to work that one would recommend to others; job satisfaction and sense of accomplishment; and desire to continue working for Hitachi for the foreseeable future.\*<sup>5</sup> Disclosure initiated in fiscal 2019. We define digital talent as those who possess any of the 12 capabilities required for digital business, including design thinking, data science, and security. The number of digital talent is the total number of persons under each capability (total number of people, in thousands).\*<sup>6</sup> The increase in the number and percentage of female managers over time reflects improved coverage of our human capital databases and changes in the number of consolidated companies.\*<sup>7</sup> Figure does not include subsidiaries with unregistered employees at certain grades (positions).\*<sup>8</sup> The figures are based on the number of employees including those seconded from Hitachi Group to other companies, those taking leave, and those seconded from other companies to Hitachi Group (as of March 31). Figures for fiscal 2021 exclude those seconded from other companies to Hitachi Group.

### Occurrence Rate (TRIFR\*<sup>9\*10</sup>)

(Hitachi Group)	CY2018	CY2019	CY2020	CY2021	FY2021	FY2022
<b>Global total</b>	—	0.37	0.29	0.28	0.27	<b>0.26</b>
Japan	—	0.17	0.14	0.12	0.12	<b>0.14</b>
Asia (excluding Japan)	—	0.30	0.17	0.12	0.11	<b>0.09</b>
The Americas	—	1.66	1.54	1.36	1.20	<b>1.10</b>
Europe	—	0.53	0.45	0.38	0.45	<b>0.39</b>

### Occupational Health and Safety (Hitachi Group\*<sup>11</sup>)

Number of fatal accidents* <sup>10</sup>	0	5	3	2	2	<b>5</b>
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[Scope of Data]

\*<sup>9</sup> TRIFR: Total Recordable Injury Frequency Rate (number of deaths and injuries per 200,000 working hours)\*<sup>10</sup> The number for each year is the number from January to December up to fiscal 2020. The counting period for the total recordable injury frequency rate (TRIFR) and the number of fatal accidents changed to numbers from April to March from fiscal 2021, after safety targets in the Mid-term Management Plan 2024 were set.\*<sup>11</sup> Includes contractors

### Sustainable Procurement Activities (Hitachi Group)

	FY2018	FY2019	FY2020	FY2021	FY2022
Sustainability monitoring (companies)	345	291	271	[Human rights] 2,524* <sup>12</sup> [Environment] 708* <sup>12</sup>	<b>1,374*<sup>13</sup></b>
Sustainability audits (companies)	24	19	27	25	<b>128*<sup>14</sup></b>
Sustainability procurement seminars (companies)	126	59	450	359	<b>520</b>

\*<sup>12</sup> Sustainability monitoring in fiscal 2021 was focused on human rights and environmental risk assessment.\*<sup>13</sup> Sustainability monitoring in fiscal 2022 was focused on environment, labor and human rights, sustainable procurement, and ethics.\*<sup>14</sup> Including the number of companies audited by Hitachi Energy beginning fiscal 2022.

### Environment (Hitachi Group)

CO <sub>2</sub> emissions at business sites (factories and offices) (kt-CO <sub>2</sub> )	4,973	4,374	3,296	3,384	<b>1,538</b>
Waste and valuables generation (kt)	1,384	1,302	1,061	1,111	<b>356</b>
Water Usage (million m <sup>3</sup> )	37.02	36.41	26.35	26.03	<b>14.56</b>
Atmospheric emissions of chemical substances (kt)	4.35	3.88	2.37	2.50	<b>1.09</b>

**CO<sub>2</sub> Avoided Emissions through Products and Services: Target** 100 million metric tons / year (FY2024)  
**Forecast** 126.1 million metric tons / year\*

\* 3-year average during the Mid-term Management Plan 2024

[Scope of Data]

Data on the "Environment (Hitachi Group)" applies to business sites with a large environmental load that are classified as category A.\*

\* All Group business sites are classified into one of three categories: A, B, or C, based on the Criteria for Classification of Environmental Management established by Hitachi, and the most suitable management is then conducted for each in accordance with the respective level of environmental risk. (See page 2 of Hitachi Sustainability Report 2023. [🔗](#))