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Key Indicators

Key Indicators

The Key Indicators of Hitachi's CSR activities are listed below. Comparative tables with the GRI Content Index, as well as our Policy, Vision, and Guidelines, are only available on our website.

Comparative Tables with GRI Content Index

Policy, Vision, and Guidelines

Recognition of Social Responsibility

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Realizing Sustainable, Innovative Management					
Ratio of R&D expenditure to revenue (%)	4.3	3.8	3.7	3.4	3.3
Number of R&D staff outside Japan	150	—	290	300	350
Patent application ratio outside Japan (%)	55	57	59	59	59

Boundary of Data

Hitachi, Ltd. and consolidated subsidiaries (including variable interest entities).

Number of companies: FY 2011: 940; FY 2012: 964; FY 2013: 948; FY 2014: 996; FY 2015: 1,057.

Labor Practices

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Promoting Diversity and Inclusion					
Ratio of male and female employees*1 (%)	84:16	84:16	83:17	84:16	84:16
Number and global ratio of female managers	—	—	3,415	3,670	3,727
			5.6%	6.0%	6.4%
Disabled employment ratio*1 (%)	2.00	2.02	2.02	2.03	2.08
Promoting Occupational Health and Safety*2					
Occupational accident rate*1	0.10	0.14	0.10	0.09	0.07
Occupational accident rate*3	0.15	0.19	0.14	0.27	0.22
A Strategy for Growing Together with Our Global Human Capital*2					
Number of non-Japanese employees	239	257	340	446	509
Number of young employees participating in training outside Japan*4	1,064	1,202	747	720	674

Boundary of Data

*1 Hitachi, Ltd.

*2 January to December each year.

*3 90 major Hitachi Group companies in Japan including Hitachi, Ltd. through to 2011; 175 Hitachi Group companies in Japan including Hitachi, Ltd. for 2012; 195 Hitachi Group companies in Japan including Hitachi, Ltd. for 2013; 251 Hitachi Group companies in Japan including Hitachi, Ltd. for 2014; 240 Hitachi Group companies in Japan including Hitachi, Ltd. for 2015.

*4 Hitachi, Ltd. and Group companies in Japan.



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Key Indicators

Environment

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Reducing the Environmental Burden of Our Business Operations					
Eco-Product sales ratio (%)	80	84	89	93	95
Contributions to CO ₂ emission reduction (million metric tons)	19.04	22.74	27.47	32.19	36.49
CO ₂ emissions (kt-CO ₂ e)	3,447	3,453	3,355	3,311	3,085
Waste and valuables generation (kt)	701	655	677	692	618
Water use (outside Japan) (million m ³)	8.91	9.88	7.37	7.17	5.68
VOC atmospheric emissions (t)	4,285	4,127	4,216	4,415	3,615

Boundary of Data

Hitachi, Ltd. and consolidated subsidiaries.

Number of companies: FY 2011: 940; FY 2012: 964; FY 2013: 948; FY 2014: 996; FY 2015: 1,057.

Environmental performance data associated with Hitachi's business operations: Hitachi, Ltd. and consolidated subsidiaries whose environmental load comprises 90% of the total (based on Hitachi calculations); data for each fiscal year indicates performance within the given boundary for the fiscal year.

Fair Operating Practices

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Engaging in Responsible Procurement					
Number of CSR monitoring (self-checks)	102	98	100	200	218
Number of audits supported by external auditing organizations	—	12	16	20	20

Community Involvement and Development

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Promoting Sustainable Community Involvement and Development					
Funding for social contribution activities*1 (million yen)	—	—	1,806	1,218	889
Funding for social contribution activities*2 (million yen)	3,471	3,284	3,076	2,327	2,057

Boundary of Data

*1 Hitachi, Ltd. and the Hitachi Global Foundation.

*2 Through to fiscal 2014: Hitachi, Ltd. and 136 Group companies (including equity-method affiliates) and five foundations in Japan, 199 companies outside Japan; for fiscal 2015: Hitachi, Ltd. and 136 Group companies (including equity-method affiliates) and the Hitachi Global Foundation in Japan, 244 companies outside Japan.



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Overview of Financial Results, Board Members,
and Employee Data

Overview of Financial Results, Board Members, and Employee Data

An overview of the consolidated financial results, board members, and employee data is shown below.

Most data are Hitachi, Ltd. figures.

Financial Results (Consolidated IFRS)

	(billion yen)		
	FY 2013	FY 2014	FY 2015
Revenue	9,666.4	9,774.9	10,034.3
Adjusted operating income	604.7	641.3	634.8
EBIT*1	691.2	534.0	531.0
Income from continuing operations, before income taxes	678.4	518.9	517.0
Net income attributable to Hitachi, Ltd. stockholders	413.8	217.4	172.1
Capital investment (completion basis)	849.8	374.3	528.5
R&D spending	351.4	335.5	333.7

*1 EBIT: Income from continuing operations before income tax, less interest income, plus interest charges.

Board Members

	Total	Gender		Nationality	
		Male	Female	Japan	Outside Japan
Directors*1	13 ²	11	2	8	5
Executive officers*1	35	35	0	33	2

*1 As of June 2016.

*2 Including nine external directors (four from Japan and five from outside Japan).

Composition of Employees

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Number of employees*1	32,908	33,665	33,500	31,375	37,353
Male	27,805	28,437	28,273	26,428	31,536
Female	5,103	5,228	5,227	4,947	5,817
Ratio of female employees (%)	15.9	16.0	16.6	16.3	16.5
Average age (years)	40.0	40.2	40.7	41.0	41.2
Male	40.6	40.8	41.3	41.6	41.7
Female	36.8	37.1	37.6	38.0	38.4
Average service (years)	17.9	18.0	18.3	18.4	18.4
Male	18.6	18.7	19.0	19.0	19.0
Female	14.2	14.5	15.0	15.4	15.6
Number and ratio of female managers*2 ✓	377 3.4%	401 3.5%	418 3.8%	434 3.7%	474 4.0%
General manager or above	54 1.9%	68 2.3%	77 2.7%	87 2.8%	104 3.2%
Section chief	323 4.0%	333 4.0%	341 4.3%	347 4.1%	370 4.3%
Employment ratio of people with disabilities (%)*3 ✓	2.00	2.02	2.02	2.03	2.08

*1 Number of full-time employees.

*2 See Key Indicators for Group global figures.

*3 Data compiled in June of each fiscal year.



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Overview of Financial Results, Board Members, and Employee Data

Hiring Ratios

	April 2012	April 2013	April 2014	April 2015	April 2016
Ratio of new female graduates hired*1 (%)	20.3	18.0	19.4	21.7	22.8
Technical	14.7	11.6	14.7	18.3	17.3
Administrative	43.9	43.4	43.4	41.0	45.5

*1 Graduates from universities or colleges (including postgraduate schools and technical colleges).

Number of Employees Using Work-Life Balance Support Systems

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Number of employees taking child care leave/spouse child care leave					
Female	518	525	539	508	524
Male	224	245	238	236	307
Number of employees using shorter working hours for child care					
Female	608	617	683	663	668
Male	6	8	5	4	3
Number of employees taking nursing care leave					
Female	6	10	8	8	8
Male	6	7	12	9	9
Number of employees using shorter working hours for nursing care					
Female	6	7	4	7	9
Male	2	3	2	3	3

Working Conditions

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Paid leave					
Average number of days	15.9	15.3	15.5	15.4	15.6
Ratio (%)	66.8	64.0	64.7	64.3	65.3
Average overtime hours/month	12.8	14.1	13.5	12.2	11.9
Occupational health and safety					
Number of fatal accidents	1	3	1	1	2

Social Contribution Activities

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Social contribution activities					
Number of voluntary social contribution programs	32	34	43	39	38
Participants in voluntary social contribution programs	2,087	2,479	2,744	2,344	2,166



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Main Assessments and Awards

Main Assessments and Awards

Hitachi actively pursues a range of CSR activities aimed at developing a more sustainable society. These activities have earned the Hitachi Group high marks from numerous external organizations.

Actively Integrating ESG

The Hitachi Group welcomes external assessments as a target for ESG*1 and sustainability-oriented investment. For seven years in a row since fiscal 2009, the Dow Jones Sustainability World Index (DJSI World),*2 a leading global sustainability investment index, has listed Hitachi, Ltd. as a component stock. RobecoSAM, which handles survey and analysis for the DJSI listings, also gave its Bronze Class designation to Hitachi, Ltd. in its 2015 CSR rankings. Four Group companies (Hitachi Chemical Co., Ltd., Hitachi Capital Corporation, Hitachi Construction Machinery Co., Ltd., and Hitachi High-Technologies Corporation) were selected for the FTSE4Good Index Series.*3 Hitachi Chemical, Hitachi Construction Machinery, Hitachi Metals, Ltd., Hitachi High-Technologies, and Hitachi Kokusai Electric Inc. were chosen for the Morningstar SRI Index,*4 with the Group performing well overall in these external assessments. Hitachi Chemical was also selected for the MSCI Global Sustainability Indexes.*5

*1 ESG stands for "environment," "social," and "governance"—key factors in promoting socially responsible investment.

*2 DJSI: A family of ESG indexes developed by Dow Jones & Company (USA) and RobecoSAM (Switzerland) that includes global and regional indexes with specific compositions. DJSI World, for example, selects on a global basis, while the DJSI Asia Pacific Index covers Japan, Asia, and Australia.

*3 FTSE4Good Index Series: One of the indexes calculated by the London Stock Exchange-owned FTSE Group that selects component stocks based on their ESG performance, specifically environmental management, climate change mitigation, human rights and workers' rights, supply chain labor standards, and bribery and corruption prevention.

*4 Morningstar SRI Index: An ESG index for Japanese stocks developed by Morningstar Japan K.K. with the Center for Public Resources Development.

*5 MSCI Global Sustainability Indexes: A family of indexes developed by US-based Morgan Stanley Capital International comprising companies with high ESG ratings relative to sector peers.



Results of ESG Analysis in Fiscal 2015

Institution	Index	Companies selected
RobecoSAM	Dow Jones Sustainability World Index	Hitachi, Ltd.
	Dow Jones Sustainability Asia Pacific Index	Hitachi, Ltd. Hitachi Chemical Co., Ltd.
FTSE Group	FTSE4Good Index Series	Hitachi Chemical Co., Ltd. Hitachi Capital Corporation Hitachi Construction Machinery Co., Ltd. Hitachi High-Technologies Corporation
Morningstar	SRI Index	Hitachi Chemical Co., Ltd. Hitachi Construction Machinery Co., Ltd. Hitachi Metals, Ltd. Hitachi High-Technologies Corporation Hitachi Kokusai Electric Inc.
MSCI	MSCI Global Sustainability Indexes	Hitachi Chemical Co., Ltd.

Hitachi Selected for CDP Climate A List

Hitachi's efforts to address climate change placed it in the top 5% of global corporations surveyed by the nonprofit organization CDP,*1 which selected Hitachi among 113 leading companies, including seven from Japan, for the A List of its Global Climate Change Report 2015.

*1 CDP is an international NPO that provides a global system used to gauge, disclose, manage, and share key environmental information on companies and cities. On behalf of 822 investors, representing \$95 trillion in assets, CDP sends a survey on climate change to corporations and then evaluates the results.





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Main Assessments and Awards

Nadeshiko Brand Designation

On March 16, 2016, Hitachi, Ltd. was selected as a 2016 Nadeshiko Brand, making it the third year in a row the company received the honor. Hitachi was recognized for developing environments where women in management positions are able to maximize their potential.

Since fiscal 2012, the Ministry of Economy, Trade, and Industry (METI) and the Tokyo Stock Exchange (TSE) have jointly selected, on an industry basis, enterprises that are considered to encourage women to play active roles in the workplace. From fiscal 2015 selection was increased from among approximately 1,800 companies listed on the first section of the TSE to around 3,500 firms by including those listed on the TSE second section, the Mothers index, and JASDAQ. Companies are assessed on two factors: providing career support for women and supporting women in balancing work and life. Of the top scoring companies, those also meeting return on equity requirements receive the Nadeshiko Brand designation. Hitachi, Ltd. was one of 45 enterprises chosen in fiscal 2015, the fourth round of selections.



Diversity Management Selection 100

On March 22, 2013, Japan's Ministry of Economy, Trade, and Industry (METI) held a ceremony to celebrate Diversity Management Selection 100. Hitachi, Ltd. was one of 43 companies receiving awards in Japan. The Diversity Management Selection 100 system chooses and recognizes companies that achieve high results in such areas as improving innovation and productivity by using the talents of diverse employees, including women, different nationalities, older employees, and people with disabilities. Hitachi was lauded for going beyond simply introducing diversity programs to promote diversity management Group-wide as a corporate

strategy backed by strong management commitment. On March 18, 2015, Hitachi Group companies Hitachi Transport System, Ltd. and Hitachi Solutions, Ltd. were chosen also for the METI Diversity Management Selection 100.



Kurumin Certification

Kurumin certification is granted under Japan's 2005 Act on Advancement of Measures to Support Raising Next-Generation Children to companies that create action plans for child care support in line with this legislation and that meet performance requirements. In February 2011, we acquired this certification*1 in recognition of our achievements in developing and implementing action plans supporting child care so that our employees can work with the peace of mind that comes from a good work-life balance.

*1 Hitachi Group companies receiving Kurumin certification: Hitachi Capital Corporation, Hitachi Construction Machinery Co., Ltd., Hitachi Kokusai Electric Inc., Hitachi High-Technologies Corporation, Hitachi Transport System Ltd., Clarion Co., Ltd., Hitachi Urban Investment, Ltd., Hitachi Systems Ltd., Hitachi Solutions, Ltd., Hitachi Maxell, Ltd., Hitachi SC, Ltd., Hitachi Solutions East Japan, Ltd., Hitachi INS Software, Ltd., Hitachi Government & Public Sector Systems, Ltd., Hitachi Architects & Engineers Co., Ltd. and Hitachi Aloka Medical, Ltd.






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Independent Assurance

Independent Assurance

To enhance the reliability of the data disclosed in the *Hitachi Sustainability Report 2016*, we have received independent assurance of key environmental and social performance indicators by KPMG AZSA Sustainability Co., Ltd. The indicators that were assured are marked with a .

The standards, guidelines, and calculation methods used in collecting environmental data are posted on our website.

Independent Assurance Report

