

Hitachi Global Policy on Diverse Perspectives

Foundational belief

At Hitachi, we respect and value each other's uniqueness. By creating an environment where we collaborate and support each other, our culture becomes integral to the success of our mission to contribute to society. Because together, we are stronger.

Hitachi is a global company operating across a wide range of industries and regions. One of the things that sets Hitachi apart is the diversity of our business and people, which drives our innovation and growth.

Hitachi is therefore committed to creating an inclusive environment where everyone feels valued, respected, and enabled to contribute their best. By working together and supporting each other, we create a culture that is essential to achieving our mission of contributing to society.

“Together, we are stronger” reflects how we work, grow, and succeed: by bringing together different perspectives, supporting one another, and creating shared value through collaboration. This mindset drives our innovation and our impact on society.

Purpose and Scope

This policy affirms Hitachi’s global commitment to building a workplace where all individuals can thrive and where people feel respected, supported, and empowered to contribute their best.

It defines the shared principles, behavioral expectations, and people's practices that foster a culture of inclusion, fairness, collaboration, and excellence.

This policy applies to everyone working at Hitachi.

Our Commitments

- **A Culture Rooted in Respect and Merit**

We are committed to building an inclusive culture based on mutual respect and merit-based systems. All people processes, from hiring and development to recognition and advancement, are designed to be fair, transparent, and grounded in individual merit and talent, ensuring the right people are placed in the right roles based on merit.

- **Empowerment through Opportunities.**

We recognize that different individuals may take different paths to grow and succeed. We are committed to providing fair access to opportunities, resources, reasonable accommodation and enabling tools, so that everyone can contribute, develop and thrive.

- **Fostering Belonging and Psychological Safety**

We believe that when people feel valued, heard, and safe to express themselves, they do their best work. We are committed to fostering a workplace where psychological safety, open dialogue, and authenticity are the norm.

Our Foundational Values

Since our founding in 1910, Hitachi has been guided by the values of Harmony, Sincerity, and a Pioneering Spirit. These values are not only part of our legacy, they continue to shape the way we lead, collaborate, and innovate today.

- **Harmony (Wa)** encourages us to collaborate across differences, deepen mutual understanding, and create a sense of belonging regardless of role, region, or background.
- **Sincerity (Makoto)** reminds us to act with integrity and empathy, always striving for fairness, transparency, and ethical behavior in how we treat others and make decisions.
- **Pioneering Spirit (Kaitakusha-Seishin)** drives us to challenge convention, embrace new perspectives, and co-create solutions that serve society and improve lives.

These values are more than principles, they are our compass as we create a workplace culture where people feel they truly belong, are empowered to contribute their best, feel proud of their impact, and grow together.

Focus Areas

- **Cultural and Ethnic Inclusion**

As a global company, we are committed to ensuring that our systems and practices empower people from all nationalities, cultural backgrounds, and regions.

- **Inclusion and Opportunity across Genders**

We aim to build teams with diverse perspectives, experiences and capabilities that help us better understand the societies we serve and respond to the evolving needs of our

customers. We foster inclusive leadership behaviors at every level to advance opportunities across genders, strengthen collaboration and support long-term business growth.

- **Collaboration Across Generations**

We embrace the strengths and experiences of all generations. By creating opportunities for collaboration and mutual learning, we support the growth, success, and contributions of all generations.

- **Accessibility – People with Disabilities and Neurodiversity**

Our commitment to individuals with disabilities and neurodiversity includes raising awareness, providing accommodation and fostering a culture of respect and inclusion where all perspectives are reflected. We are continuously improving our workplaces, policies, systems, and tools to ensure greater accessibility and enable all colleagues to thrive.

- **Respect for Individual Identity and Uniqueness – LGBTQIA+**

At Hitachi, we are committed to fostering a workplace where each person's uniqueness is valued and respected, without fear of discrimination or retaliation. We support an environment where individuals of all identities can feel safe, included, and empowered to contribute their best.

Behavioral Expectations

All employees are expected to contribute to a respectful and fair work environment. Those in leadership positions are expected to lead by example and embed these commitments into how they lead and make decisions.

Concerns about conduct may be reported to line managers or the [Hitachi Global Compliance Hotline](#).

For further support, please refer to the documents below:

- [Hitachi Group Identity](#)
- [Hitachi Group Code of Ethics and Business Conduct](#)