Hitachi Group Health Management Strategy Map

HITACHI

Health Investment

Mental Health Measures

- Manager support → Early identification of mental health concerns
- Self-care → ·Conduct stress survey group analysis; Promote awareness and utilization of counseling services; ·Improve and roll out mental health training

Physical Health Measures

- Follow-up Program for Employees Requiring Re-examination or Further Medical Examination → Encourage employees to seek medical follow-up; Provide disease progression prevention guidance
- Provide lifestyle improvement coaching and ongoing support in collaboration with the Health Insurance Society → Identify eligible employees and support enrollment in health programs; Targeted follow-up for high-risk employees

Effects of Health Investment

Indicators on the implementation status of health investment initiatives	Indicators on employee awareness and behavioral change	Final health-related target indicators
1-on-1 Meeting Completion Rate for Identified At-Risk Employees	Improvement in supervisor support, control, and quantitative workload scores	Reduction in the proportion of high-stress employees
Utilization of EAP and Other Employee Support Services		Reduction in stress response
Medical Follow-up Examination Rate	Improvement in lifestyle habits for those requiring re-examination/detailed examination	Reduction in the proportion of high-risk lifestyle-disease individuals
Initial Consultation Rate for Health Guidance Program Participants	Completion Rate of Health Guidance Program	Reduction in the number targeted for specific health guidance

Fostering a Culture of Health

Adoption of Health Management	Governance and Support Framework	Support and Organizati Commitment
·Dissemination of top-management messages Monitor the penetration of the Basic Health and Safety Philosophy using Hitachi Insights results	·Discussion at Global Executive Meeting ·Partnership with the Hitachi Health Insurance Society ·Certification as "KENKO Investment for Health" (Health & Productivity Management Outstanding Organization)	·Review of Supervisor and Coworker Support Scores from the Hitachi Group Stress Check Service

Target Year: 2027

KGI	Health Management Goals
Reduction in absenteeism (mental & physical absence rate)	Prevent the escalation and prolonged impact of physical and mental health issues while continuously reducing absenteeism
Reduction in presenteeism (WFun)	Reduce productivity loss from health problems and build a foundation for a sustainable work environment and higher productivity
Improved engagement (Hitachi Insights Well-Being index)	Enhance employee well-being and strengthen organizational vitality and engagement

Strategy

By enabling diverse talent with diverse values to thrive at work, we foster innovation and enhance productivity, realizing the continuous growth and development of both individuals and organizations.

Management Policy

Inspire 2027

Realizing a "Harmonized Society" where environment, well-being, and economic growth are in harmony

Balancing sustainable corporate value growth with social value creation

Employee Health Challenges

·The number of employees needing leave or treatment for mental illness is rising, and the mental illness prevalence rate is trending upward
·The prevalence of lifestyle-related diseases is trending upward, and the number of people needing proper treatment and continued medication is increasing

Addressing Employee Health Challenges Through Achievement of Health Management Goals

Key Indicators in Health Management

No.	Indicator	FY2025 Results	Remarks
1	Follow-up examination rate after regular health checkups	74.9%	Hitachi, Ltd. only
2	Treatment continuation rate among high-risk employees *Note 1	87.8%	Hitachi, Ltd. only
3	Stress check participation rate	92.3%	Hitachi Group
4	Proportion of high-stress employees	9.7%	Hitachi Group
5	Presenteeism (WFun) *Note 2	14	Hitachi Group

Note 1: Rate of employees diagnosed with high blood pressure at a regular health checkup who are receiving treatment at a medical institution.
Note 2: Presenteeism is measured with WFun (Work Functioning Impairment Scale). It is the share of employees scoring 21 or higher. [Employees measured: 101,854, response rate: 92.3%]

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