

Hitachi Global Diversity, Equity and Inclusion (DEI) Policy

Hitachi's Diversity Statement

Diversity, Equity and Inclusion are the source of our innovation and growth.

Hitachi has a place for everyone, welcoming differences in colleagues' background, age, gender, sexuality, family status, disability, race, nationality, ethnicity and religion.

We respect and value these and other differences because only through difference can we understand our markets, create better ideas and drive innovation which contributes to society.

At Hitachi we treat everyone fairly, recognizing difference to allow everyone to contribute.

With a diverse workforce, broad experience, and an inclusive culture we will meet our customers' needs and drive our company's sustainable growth.

Purpose and scope

The aims of this document are to:

- set out Hitachi's global commitment to a diverse, equitable and inclusive workplace
- promote a common understanding and terminology across Hitachi for this important topic
- set behavioral expectations and guidelines for everyone in Hitachi

This Policy applies to all officers and employees of Hitachi group.

This document is therefore a resource to explain what diversity, equity and inclusion means at Hitachi, our expectations from individuals across the business and responsibilities for implementing our global DEI approach.

Diversity, Equity and Inclusion

This Policy refers to Diversity, Equity and Inclusion. We define and explain these terms as follows:

Diversity: Various differences that exist within individuals and groups. In Hitachi, Diversity means that there is a place for everyone, regardless of background, age, gender, sexuality, family status, disability, race, nationality, ethnicity, religion and many other characteristics. In Hitachi we embrace and value all differences.

Equity: Fairness of treatment, making adjustments to account for imbalances

In Hitachi, Equity means we treat everyone fairly.

Treating people “fairly” is not the same as treating them the same. We recognize that each of us is different, and each of us needs different conditions to thrive. We put in place policies, tools and adaptations to allow everyone to access the same opportunities.

Inclusion: A state in which the uniqueness of each person is recognized and they are enabled to contribute to the organization at their best

In Hitachi, Inclusion means that everyone feels respected, heard, and involved.

For colleagues to feel included means being accepted and valued, able to speak up and to contribute. It implies an open, empathetic culture and attitude. Including the different voices and varied perspectives that diversity brings enables us to reach better decisions and unlock innovative ideas.

Hitachi’s Values and DEI

Through Hitachi’s Founding Spirit of “Harmony, Sincerity, and Pioneering Spirit”, we give people with innovative ideas the chance to cooperate and work together to achieve a common goal through honest and thorough discussions. This confirms that diversity, equity and inclusion was imbedded into Hitachi from the time of its foundation.

Hitachi’s Approach to DEI

Hitachi’s commitment is to become a more diverse, equitable and inclusive workplace that fosters an inclusive culture.

To achieve this, we have created a global DEI Strategy.

Business and regional differences: We are aware that there are different DEI challenges for each of our businesses and regions. Therefore, to address every dimension of diversity, as outlined in the definition above, each business and region is encouraged to set their own approach to DEI approach and to ensure that they have the tools and resources they need to identify and tackle their local priorities. Businesses and Regions will develop initiatives to support their own priorities and challenges.

Global themes: Though we respect all dimensions of diversity, there are three common diversity themes which apply to all Businesses and Regions and which all will address. They are:

- Gender balance - working to increase the number women across the business, especially accessing leadership and decision-making roles.
- Culture diversity - having teams which represent the international nature of our company globally, but also in each workplace where different race, nationalities and cultures can come together to work in harmony.
- Multi-generational - hearing the voices of all generations in our workplaces, ensuring colleagues are recognized based on competence.

Hitachi has set the following global commitments in support of these themes:

“30% gender and 30% cultural diversity in executive and corporate officer positions of Hitachi, Ltd. by fiscal 2030”

KPIs: To meet Hitachi’s global commitments, KPIs are set against each of the three global themes. These will be further supplemented by DEI targets set by Business units, corporate functions, and Group companies on business and regional specific DEI topics.

Implementation: The DEI Strategy is supported by “5 pillars of implementation”: Leadership commitment, Culture, Recruitment, Retention and Advancement, defining the touchpoints in the employee experience where DEI should play its part.

Behavioral Expectations

To build a diverse, equitable and inclusive workplace requires the commitment and co-operation of everyone within it. Inclusivity is a culture, which must be supported and promoted to succeed. There are therefore expectations of behavior on the part of management and all employees in Hitachi Group.

All Hitachi employees are expected to support our aim to ensure that everyone has a place at Hitachi, and that everyone is treated fairly and feels respected, heard, and involved.

In practice this means:

Pillar	Behavioral/process guidance
Leadership commitment	<ul style="list-style-type: none"> • Model inclusive behavior, equity in decision making • Ensure that the voice of our people is valued every voice and empowered to be their best
Culture	<ul style="list-style-type: none"> • Cultivate an inclusive culture where everyone is recognized to have equal opportunities and freedom to express their own ideas and opinions
Recruitment	<ul style="list-style-type: none"> • Recruitment processes should address and remove biases as much as possible • Recruiting selections should be based solely on competence, performance, and suitability for role
Retention	<ul style="list-style-type: none"> • Support informal activities of employees, including Employee Resource Groups (ERGs) • Listen to employee’s needs e.g. transform survey outcomes into actions

These guidelines support and amplify Hitachi's expectations of professional behavior as set out in Hitachi Group Codes of conduct.

All employees of Hitachi are expected to act in accordance with this Policy, and those with management responsibility should implement this it through their behavior and interaction with colleagues.

Employees are advised to notify line managers or senior management with concerns regarding the conduct of other employees in regard to any aspect of this Policy.

Policy Roles and Responsibilities

Diversity, Equity, and Inclusion falls under the overarching sustainability strategy for Hitachi. This initiative is led by the Chief Diversity and Inclusion Officer (CDIO) in cooperation with related divisions across the Hitachi group.

The Chief Diversity and Inclusion Officer (CDIO) is responsible for collaborating and communicating the global DEI approach to top management across the group. Also leads DEI themes discussed at the executive level in Senior Executive Committee.

The Global Diversity, Equity and Inclusion Division team is responsible for the implementation of global DEI initiatives. The team communicates DEI global strategy to internal and external key audiences and also works together with Hitachi's internal DEI stakeholders for common issues and sharing best practice. This team reports to the Chief Diversity and Inclusion Officer (CDIO).

Regional DEI leaders are responsible for driving initiatives aligned to their local business strategies. They lead and implement the global DEI strategy based on regional peculiarities.

The Global Diversity, Equity and Inclusion Council is made up of those who implement DEI in the different business units and group companies. The members contribute to discussions and collective problem solving on DEI topics to grow the business, which is reflected back to activities in the business units and group companies.

For further support, please refer to the documents below:

- [Hitachi Group Codes of conduct](#)
- [Hitachi Sustainability Report](#)

Please contact the Global Diversity, Equity and Inclusion Division for further guidance on adhering to this Policy.

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