

# Indicators and Data

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



[Comparative Tables with GRI Standards Content Index](#)



[Policy and Guidelines](#)

## Financial Results (Consolidated IFRS)

	(billion yen)		
	FY 2016	FY 2017	FY 2018
Revenue	9,162.2	9,368.6	9,480.6
Adjusted operating income	587.3	714.6	754.9
EBIT*1	475.1	644.2	513.9
Income from continuing operations, before income taxes	469.0	638.6	516.5
Net income attributable to Hitachi, Ltd. stockholders	231.2	362.9	222.5
Capital investment (completion basis)	377.5	374.9	414.7
R&D expenditure	323.9	332.9	323.1

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

## Environmental

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Achieving a Low-Carbon Society/Achieving a Resource Efficient Society/Achieving a Harmonized Society with Nature					
Rate of reduction in CO <sub>2</sub> emissions from use of products and services (base: FY 2010)*1 (%)	—	—	35	33	34
CO <sub>2</sub> emissions from factories and offices (kt-CO <sub>2</sub> )	4,128	3,895	4,577*2	4,663*2	4,470*2
Water use (million m <sup>3</sup> )	46.86	43.91	41.34*2	38.54*2	37.02*2
Waste and valuables generation (kt)	692	618	1,336*2	1,356*2	1,384*2
Atmospheric emissions of chemical substances (t)	4,415	3,615	4,380*2*3	4,223*2*3	4,392*2*3

## Scope of Data

Hitachi, Ltd. and consolidated subsidiaries.

Number of companies: FY 2014: 996; FY 2015: 1,057; FY 2016: 865; FY 2017: 880; FY 2018: 804.

Environmental performance data associated with Hitachi's business operations: Hitachi Group companies whose environmental load comprises 90% of the total (based on Hitachi calculations); data for each fiscal year indicates performance within the given scope for the fiscal year.

\*1 New indicator established in fiscal 2016.

\*2 Figures include a materials company that has become a consolidated member of the Hitachi Group since fiscal 2016.

\*3 The management scope of chemical substances has been expanded from 41 to 50 substances since fiscal 2016.

## Social

### Innovative Management

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Research and Development/Intellectual Property					
Ratio of R&D expenditure to revenue (%)	3.4	3.3	3.5	3.6	3.4
Patent application ratio outside Japan (%)	59	59	57	56	58

### Scope of Data

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

Number of companies: FY 2014: 996; FY 2015: 1,057; FY 2016: 865; FY 2017: 880; FY 2018: 804.

### Human Capital

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Employee Data					
Number of employees*1	31,375	37,353	35,631	34,925	33,490
Male	26,428	31,536	29,921	29,220	27,828
Female	4,947	5,817	5,710	5,705	5,662
Average age (years)*1	41.0	41.2	41.4	41.7	42.1
Male	41.6	41.7	42.0	42.3	42.7
Female	38.0	38.4	38.6	39.0	39.3
Average service (years)*1	18.4	18.4	18.6	18.8	19.0
Male	19.0	19.0	19.2	19.4	19.6
Female	15.4	15.6	15.7	16.0	16.1
Turnover ratio (%)*1*2	1.4	1.3	1.5	1.5	1.6

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Developing Global Human Capital</b>					
Number of young employees participating in training outside Japan*3	720	674	382	378	392
<b>Diversity and Inclusion/Work-Life Management</b>					
Ratio of female employees (%)**1	16.3	16.5	16.8	17.2	17.8
Global ratio (number) of female managers**4	6.0	6.4	6.3	6.4	6.8
Ratio (number) of female managers**5	(3,670)	(3,727)	(3,365)	(3,459)	(3,638)
	3.7	4.0	4.1	4.2	4.8
	(434)	(474)	(509)	(577)	(635)
General manager or above	2.8	3.2	3.3	3.2	3.4
	(87)	(104)	(113)	(128)	(135)
Section manager	4.1	4.3	4.4	4.6	5.3
	(347)	(370)	(396)	(449)	(500)
Ratio of new female graduates hired (%)**6	21.7	22.8	26.3	26.6	24.2
Technical	18.3	17.3	20.8	17.2	17.9
Administrative	41.0	45.5	42.1	53.8	51.6
Employment ratio of people with disabilities (%)**7	2.03	2.08	2.11	2.15	2.23
Number of employees taking maternity/ paternity leave**1	508	524	664	724	720
	236	307	352	426	464
Number of employees using shorter working hours for child care**1	663	668	822	887	893
	4	3	2	2	5
Number of employees taking nursing-care leave**1	8	8	7	7	9
	9	9	8	14	9
Number of employees using shorter working hours for nursing care**1	7	9	9	12	11
	3	3	3	3	2
Paid leave**1	15.4	15.6	16.3	17.2	18.7
	64.3	65.3	68.1	72.0	78.3
Ratio (%)					
Average overtime hours/month**1	12.2	11.9	12.8	10.9	9.3
<b>Occupational Health and Safety**8</b>					
Number of fatal accidents	3	4	3	5	0
Occupational accident severity rate**9	0.09	0.07	0.18	0.17	0.11
Occupational accident frequency rate**9	0.27	0.22	0.18	0.25	0.20

**Scope of Data**

\*1 Hitachi, Ltd.

\*2 Includes only voluntary resignations.

\*3 Hitachi, Ltd. and Hitachi Group companies in Japan.

\*4 All full-time, regular female managers excluding those dispatched to non-Group companies.

\*5 Since fiscal 2017, "Female managers" has included managerial employees dispatched from Hitachi, Ltd. to other companies and those accepted from other companies by Hitachi, Ltd. Earlier figures include regular managerial employees dispatched to other companies but exclude those accepted from other companies.

\*6 Graduates from universities or colleges (including postgraduate schools and technical colleges).

\*7 Including Hitachi, Ltd. and special subsidiaries and related Group companies. Data compiled on June 1 of each fiscal year (2.26% in fiscal 2019 including 2 special subsidiaries and 17 related Group companies).

\*8 January to December each year.

\*9 251 Hitachi Group companies in Japan including Hitachi, Ltd. for 2014; 240 Hitachi Group companies in Japan including Hitachi, Ltd. for 2015; 200 Hitachi Group companies in Japan including Hitachi, Ltd. for 2016; 202 Hitachi Group companies in Japan including Hitachi, Ltd. for 2017; 188 Hitachi Group companies in Japan including Hitachi, Ltd. for 2018.

Value Chain Management 

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Responsible Procurement					
Number of audits by external auditing organizations	20	20	20	18	24

Community



	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Social Contribution Activities					
Funding for social contribution activities (million yen)*1	1,218	889	527	948	841
Funding for social contribution activities (million yen)*2	2,327	2,057	1,953	2,195	1,888

Scope of Data

\*1 Hitachi, Ltd. and the Hitachi Global Foundation in Japan.

\*2 Through to fiscal 2014: (in Japan) Hitachi, Ltd., 136 Group companies (including equity-method associates and joint ventures), and five foundations; (outside Japan) 199 companies. For fiscal 2015: (in Japan) Hitachi, Ltd., 136 Group companies (including equity-method associates and joint ventures), and the Hitachi Global Foundation; (outside Japan) 244 companies. For fiscal 2016: (in Japan) Hitachi, Ltd., 134 Group companies, and the Hitachi Global Foundation; (outside Japan) 159 companies. For fiscal 2017: (in Japan) Hitachi, Ltd., 141 Group companies, and the Hitachi Global Foundation; (outside Japan) 196 companies. For fiscal 2018: (in Japan) Hitachi, Ltd., 141 Group companies, and the Hitachi Global Foundation; (outside Japan) 152 companies.

Governance

	Total	Gender		Nationality	
		Male	Female	Japanese	Non-Japanese
Directors*1	11*2	9	2	7	4
Executive officers*1	39	39	0	37	2
Executive officers and corporate officers*1*3	80	76	4 (5.0%) 	73	7 (8.8%) 

\*1 As of June 2019.

\*2 Including eight independent directors (four from Japan and four from outside Japan).

\*3 Positions considered to be at executive officer and corporate officer level within the company.