

# 4 Social

## Human Capital

GRI 103-2

Relevant SDGs



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- Innovation Management
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  - Executive Summary
  - Global Human Capital Management
  - Talent Development
  - Diversity, Equity and Inclusion
  - Work-Life Management
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- Human Rights
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### Why

— Why it matters —

Hitachi prioritizes human capital. In other words, Hitachi believes that employees are the source of value. As such, we aim to leverage the combined power of our global network of employees to provide value to our customers and society and contribute to achieving a sustainable society. In working toward these goals, we are committed to respecting the fundamental rights of employees, providing equal opportunities, and ensuring occupational safety and health. We will strive to build favorable relationships between employees and the company, including creating work environments conducive to feelings of pride and happiness concerning working at Hitachi, and actively engaging in dialogue regarding the treatment of employees and career advancement opportunities. We will further work to strengthen our recruitment and development of digital human capital, which is vital for implementing our growth strategy, and to promote Diversity, Equity and Inclusion (DEI) throughout our global operations.



**Global Human Capital Management**

### What

— What we are doing —

- Putting the right person in the right place
- Ensuring fair evaluation and compensation
- Improving employee engagement
- Fostering a global Hitachi culture

### How

— How we are doing it —

Policy and promotion structure	We have set the vision of becoming the employer of choice in global markets to attract human capital eager to make social contributions and create an organization where everyone can play an active role. We are working to further enhance our human capital based on the three key pillars of People, Mindset, and Organization, along with their underlying Foundation of the HR strategy.
	<b>Achievements in FY 2021</b>
Put the Right Person in the Right Place	Introduced formal job descriptions aimed at transitioning to job-based HR management
Improve employee engagement	Percentage of positive responses to employee engagement questions in global employee survey: 65% <b>Target</b> 68% by fiscal 2024
Foster a global Hitachi culture	Opened a corporate museum, Hitachi Origin Park, to introduce the corporate philosophy and founding spirit that Hitachi has passed down since its founding in 1910



**Talent Development**

### What

— What we are doing —

- Fostering autonomy of the individual
- Developing management-level leadership
- Bolstering recruitment and development of digital talent
- Utilizing a common global learning platform
- Supporting career development

### How

— How we are doing it —

Policy and promotion structure	Hitachi aims to develop human capital that can contribute resolve social issues. In addition to on-site work-task instruction, we are expanding training programs globally across the Group to improve individual capabilities, skills, and specialties.
	<b>Achievements in FY 2021</b>
Develop management-level leadership	Number of participants in management-level leadership training and management training programs: 3,976
Bolster recruitment and development of digital talent	Brushed up our DX training system consisting of more than 100 courses, and widely expanded the program to Group companies outside Japan Cumulative total attendance: Approx. 24,000
	Digital talent: Approx. 67,000 people
	<b>Target</b> 98,000 people by fiscal 2024

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## Diversity, Equity and Inclusion

### What

— What we are doing —

- Accelerating the advancement of DEI based on our DEI policy and strategy

### How

— How we are doing it —

**Policy and promotion structure**

We are working to advance DEI with global and regional perspectives under the leadership of the Chief Sustainability Officer based on a newly formulated DEI policy and strategy. Our Global DEI Council meets to discuss specific activities concerning DEI strategy pursued by Group companies around the world and throughout our global operations. In our aim to be a diverse, inclusive company, we have also established DEI promotion leaders in each region and are striving to promote DEI in ways that take into account individual regions' characteristics and business strategies.

**Achievements in FY 2021**

Promote diversity among executives	Ratio of female executive and corporate officers: 12.2%, ratio of non-Japanese executive and corporate officers: 17.6% (as of June 2022) <b>Target</b> 30% by fiscal 2030 respectively
Accelerate the advancement of DEI based on our DEI policy and strategy	Set targets for Business Units (BUs), corporate function, and Group company in line with our three global DEI themes: Gender-balance, Cultural diversity, and Multi-generation, and promoted related efforts
Enhance employees' understanding of DEI	Promoted training, etc. at each Group company worldwide to enhance employees' understanding of DEI



## Work-Life Management

### What

— What we are doing —

- Promoting work-style reform
- Introducing and expanding support systems for balancing work and child care/nursing care
- Developing support systems and measures that meet diverse employee needs
- Preventing long working hours and overwork
- Promoting diverse work styles in the "new normal"

### How

— How we are doing it —

**Policy and promotion structure**

We believe that practicing work-life management will enrich employees' work and private lives, enhance professionalism, and build personal character resulting in both individual and organizational growth sustainably. Based on this philosophy, we have established systems to support work-style reforms and a balance between employees' work and private lives.

**Achievements in FY 2021**

Introduce and expand support systems for balancing work and child care/nursing care	Promoted efforts aimed at transforming our corporate culture, including conducting manager-oriented training and expectant-father/expectant-mother seminars concerning the balancing of work and childcare/nursing care
Develop support systems and measures that meet diverse employee needs	Reviewed the Cafeteria Plan program to be able to provide a fair system not dependent on working location choices in conjunction with the expansion of working from home

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## Occupational Health and Safety

### What

— What we are doing —

- Establishing occupational health and safety management systems
- Conducting occupational health and safety risk assessments
- Carrying out appropriate occupational health and safety training
- Ensuring the occupational health and safety of contractors
- Implementing initiatives to improve employee health

### How

— How we are doing it —

#### Policy and promotion structure

The Hitachi Group Health and Safety Policy is shared with Group companies worldwide as part of our efforts to create safe, secure, comfortable and healthy workplace that are accident-free. We are working to continuously improve Group-wide occupational health and safety management systems under the Health and Safety Management Division, which is responsible for promoting occupational health and safety in the Hitachi Group.

#### Achievements in FY 2021

#### Initiatives for preventing work-related accidents

Number of fatal accidents <sup>\*1\*</sup>: 2 (Hitachi Group), 0 (Hitachi, Ltd.) **Target** 0

\*1 Figures are calendar year-based (January–December) \*2 Including contractors

Number of lost-time accidents <sup>\*1</sup>: 434 (Hitachi Group), 3 (Hitachi, Ltd.)

**Target** 253 which is half the number recorded in 2018 (Hitachi Group), 3 which is half the number recorded in 2018 (Hitachi, Ltd.)

\*1 Figures are calendar year-based (January–December)

#### Occupational health and safety risk assessment

Globally expanded our processes of identifying, assessing and mitigating the risks of high-risk activities and equipment  
 Conducted independent outside safety diagnoses when fatal accidents occurred at Group companies outside of Japan, worked to strengthen health and safety systems in the relevant region, reviewed action plans, and strived to improve safety awareness

#### Employee health promotion

Percentage of employees with high stress according to the stress-check: 12.8%

**Target** 10% decrease from fiscal 2020 (less than 10.4%)

Percentage of employees who have received special health guidance: 40.3% (estimate)

**Target** 40% of employees



## Freedom of Association and Collective Bargaining

### What

— What we are doing —

- Respecting the rights of employees
- Communicating mutually between employees and management
- Providing notifications of work-related transfers and reassignments
- Promoting labor-management cooperation toward improving occupational health and safety levels

### How

— How we are doing it —

#### Policy and promotion structure

The Hitachi Group Codes of Conduct call for the upholding of the fundamental rights of employees in line with the principles of the United Nations Global Compact. We also actively pursue dialogue with individual labor unions and their representatives in accordance with the laws and regulations in each country and region to deepen mutual understanding of employee working conditions and treatment as well as business conditions.

#### Achievements in FY 2021

#### Deepen mutual understanding through dialogue between employees and management

Japan: Held Hitachi Group management meetings four times a year (once a quarter)

China (Hitachi China): Held management information round-table meetings with labor unions

Europe (Hitachi Europe): Held annual labor-management meeting

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## Global Human Capital Management GRI 404-2

### Approach to Global Human Capital Management

#### Approach

Hitachi has welcomed around 100,000 new members with diverse backgrounds onboard through a number of major mergers and acquisitions in recent years. Contributing to society through our Social Innovation Business will require building inclusive organizations in which diverse human resources are able to play active roles. We must also encourage a mindset where employees perceive social issues as matters of personal concern and strive to resolve them. We are working to promote a variety of HR-related measures aimed at attracting diverse human resources who aspire to contribute to society, and to creating an organization where everyone participates enthusiastically. By putting these initiatives into practice, we further aim to become an “Employer of Choice” in the global markets.

### Global Human Capital Management Strategy

#### Strategy

To advance the Social Innovation Business, Hitachi must explore customer and social issues and engage in co-creation with customers to devise unique new solutions. Human capital is the key to achieving this. In order to create new value worldwide through the Social Innovation Business, over the past 10 years we have focused on securing and developing a diverse range of human resources—the driver of sustainable growth—and on relevant organization-building. Over the next 10 years, we will marshal the strengths of our more than 300,000 employees, including

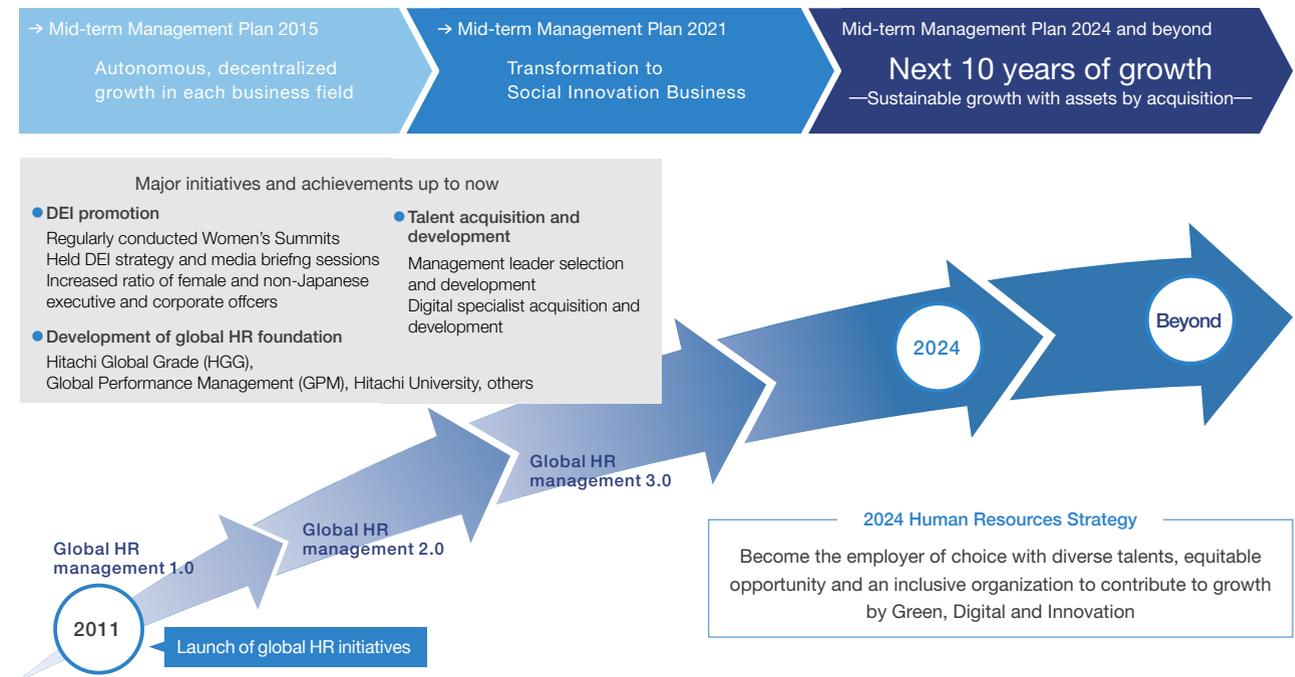
new members we have welcomed onboard through mergers and acquisitions, and work to further enhance our human capital. Through this, we will continuously provide value to our customers and society and accelerate our global growth.

The 2024 HR Strategy, formulated based on Hitachi’s Mid-term Management Plan 2024, sets forth our vision of becoming an “Employer of Choice” in the global marketplace, a vibrant organization where individuals aspiring to make social contributions gather and participate

enthusiastically. To this end, we are advancing a variety of measures around the three key pillars of People, Mindset, and Organization, along with their underlying Foundation.

Diversity, Equity, and Inclusion are at the core of our efforts to promote HR strategy. We aim to build an organization in which diverse employees respect each other’s differences and are able to innovate.

🏠 P100 Diversity, Equity and Inclusion



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▶ 2024 HR Strategy

<b>Mission</b>	Contribute to business through diverse talents, equitable opportunity, and inclusive organization
<b>Vision</b>	We lead transformation into “Employer of choice” in global market to become a vibrant “Talent Destination” that contributes to society

	Pillars	Key Initiatives
HR Strategy	<b>People (Talent)</b> Maximize talent (human capital and individual capabilities) engagement for growth	1. Acquire, retain, develop and allocate global leaders and digital talent to maximize their potential 2. Placement the right people in the right places (matching) at the optimal timing in the Hitachi Group 3. Enhance employee wellbeing and engagement
	<b>Mindset (Culture)</b> Fostering a mindset and culture for growth	4. Embody Hitachi’s founding spirit and cultivate global Hitachi culture to realize sustainable growth 5. Promote a growth mentality (ongoing, autonomous skills development, including upskilling and reskilling) 6. Promoting innovations and transformations: Ensure psychological safety and encourage the taking on of challenges
	<b>Organization</b> Promoting collaborations between divisions for growth and the realization of global productivity and efficiency	7. Breakdown organizational silos and collaborate to enhance customer value 8. Create new workstyles 9. Utilize digital technologies to transform HR with the provision of higher quality HR services and solutions
	<b>Foundation</b>	<ul style="list-style-type: none"> <li>● Ensure physical and mental wellbeing and safety</li> <li>● Strengthen exhaustive risk management (compliance, prevent incidents and accidents, respond to disasters, etc.)</li> </ul>

### Initiatives to Put the Right Person in the Right Place

Approach   Structure   Activities

Hitachi has been building a global human capital management platform to attract, deploy, and develop the best most talented team members on a global basis.

### Integrated Platform for Human Capital Management

Through this platform, up-to-date and specific human resource information, such as professional skills and career preferences, is shared via a cloud system. The platform enables centralized management of various processes including searching for talent and accessing human capital from across the Group, utilizing that information for team management, performance management, development planning, and career development. The platform is gradually being expanded throughout the Group globally.

### Hitachi Global Grade (HGG)

In order for diverse human capital to advance our business, job and task-oriented HR management is needed. Hitachi Global Grade (HGG) is one way to realize this. This system has been adopted for all positions in all our organizations. The system consists of 11 grades, and each position is evaluated based on the global common standards of the entire Hitachi Group.

### Transformation to Job-Based HR Management

Hitachi is accelerating the shift to job-based HR management. This involves clarifying the duties and necessary skills and experience and assigning human resources based on their desires and abilities to perform the required duties.

Through job-based HR management in Hitachi, we

can assign the right people to the right jobs according to their personal abilities and motivations, regardless of their attributes such as nationality, gender, or age. The aim of our job-based HR management is to produce organizations and human resources that generate innovations by maximizing individual and organizational performance and by improving engagement. To achieve this, Hitachi, Ltd. has been devising ways to make its jobs and human resources more visible. Specifically, in fiscal 2020, we adopted a talent review system to investigate placement and training based on each individual’s aptitude and career goals. In fiscal 2021, we introduced formal job descriptions. Through repeated discussions with the labor union, we have also focused on employee communication to encourage understanding of the need for job-based HR management and to update their thinking and behavior. The majority of Hitachi, Ltd. employees now understand the need for job-based HR management and proactive career building. In the future, we will do more to encourage each employee to change his or her behavior, and we will review our systems, transforming our entire HR management system to a job-based approach.

As part of these efforts, Group companies in Japan are carrying out similar measures. By transforming to job-based HR management, Hitachi aims to enhance employee self-motivation, create a stronger sense of unity between the company and its employees, and promote both personal and organizational growth.

### Promoting People Analytics

Hitachi’s People Analytics initiative involves gathering and analyzing data about regular employee awareness and behavior and putting it to use in human resources and management policy.

Quantifying the effect of human resources initiatives has always been difficult. Evaluations have tended to be based

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on the experience of the evaluator. With the introduction of People Analytics, however, it is now possible to implement more effective and precise human resources initiatives based on objective indicators and analysis. This includes those that encourage a change in behavior by providing insights while following the development of each and every individual employee.

### Utilizing Survey Analysis Results for Human Capital Management

We conducted a survey based on a unique psychological analysis developed under the academic guidance of the University of Tsukuba. The results are analyzed using IT, including AI and data analysis. The awareness of individuals as well as data on job assignments and behavior arising from the survey's results are used to assign and develop employees and to maintain and improve organizational health and productivity. This strengthens our human capital by energizing talent and organizations.

▶ Integrated Platform for Human Capital Management



### Ensuring Fair Evaluation and Compensation

**System**

Hitachi believes that a fair global system of employee evaluation and compensation is essential for attracting diverse and highly engaged human capital regardless of nationality. Accordingly, we have established a Global Compensation Philosophy: A management framework shared by all Group companies based on the principles of “ensuring market competitiveness,” “paying based on performance,” and “maintaining transparency.”

We have developed a performance-based compensation system for regular employees that is fair and competitive in the context of the labor market for each national or regional industry. Each employee's compensation is based on an annual performance review. Feedback on this review helps further development.

We ensure compliance with the laws and regulations of each country and region in which we operate when determining compensation. For instance, in Japan, to ensure compliance with minimum wages, etc., we conduct comprehensive and periodic checks through our system to confirm that there are no violations.

### Global Performance Management (GPM)

Global Performance Management (GPM) forms the foundation for business management and performance enhancement with the aim of promoting the sustainable growth of organizations and individuals. There are five items including the perspective of corporate ethics and compliance that are particularly important for Hitachi to become a global leader in the Social Innovation Business. They have been set as common competencies (behaviors) for the Hitachi Group and are applied to all employees. Supervisors provide coaching and feedback to their staff to

help them achieve their targets. They encourage continuous performance improvements which lead to the medium- and long-term development of employees. By clarifying the skills and behaviors that individuals need to demonstrate, while explaining how their actions contribute to the success of the business, we cultivate employee fulfillment at work and encourage employees to take ownership over their work and self-development.

▶ Common competencies of Hitachi Group

Competencies	Common Definition
Safety & Integrity	Be bold to do the right thing for yourself and others.
Challenge (Pioneering spirit)	Be agile, and learn from failures to succeed.
Customer Focus (Sincerity)	Empathize with customers, and collaborate to create innovation.
Collaboration (Harmony)	Speak up and listen respectfully to others.
Growth	Be hungry to grow yourself, other, and the organization.

### Improving Employee Engagement

**Targets**   **Activities**

Employee wellbeing is critical to Hitachi's sustainable growth. Accordingly, as part of our human capital management, we have set improvement in employee engagement\*\*1 as a KPI. We monitor employee engagement annually through Hitachi Insights, a global employee survey, and work to plan and promote human capital management measures aimed at making relevant improvements.

Specifically, senior management and managers share the survey results for their own organizations with workplace

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members to identify organizational issues. Actions are then planned and implemented as countermeasures through the PDCA cycle, leading to improvements.

Also, with regard to the content of the fiscal 2022 survey, questions related to wellbeing, such as those concerning psychological safety and feeling connected to others, and questions related to environmental and sustainability awareness and behavior have been expanded based on the 2024 HR Strategy. In addition, the number of languages available has been expanded from 14 to 20, and improvements have been made to its usability. We will continue to enhance our use of the employee survey to provide more appropriate management of employees worldwide.

\*1 Employee engagement: Hitachi uses the term “engagement” to refer to employees’ understanding of the company’s strategies and policies as well as their job satisfaction and desire to take actions on their own initiative to bring about results.

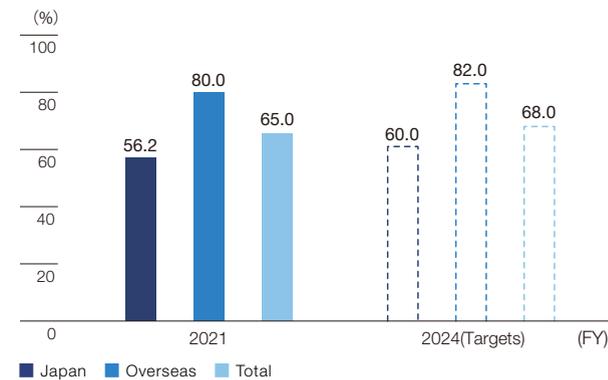
▶ Global Result and Target of the Global Employee Survey  
Hitachi Insights in Fiscal 2021

Number who took survey (response rate) **Approx. 210,000 people (86%)**

	FY2021 result	2024 target
Percentage of positive responses to employee engagement questions <sup>*1</sup>	65%	68%
	+3% YoY	
	+12% from FY 2013 (1st survey)	

\*1 Employee engagement in fiscal 2021 is measured in terms of four factors: pride in working for Hitachi; whether it is a great place to work that one would recommend to others; feeling of personal accomplishment in work; and intention to continue to stay at Hitachi for the foreseeable future.

▶ Employee engagement (positive response rate)



Fostering a Global Hitachi Culture

Activities

Hitachi has welcomed approximately 100,000 new employees through several large-scale M&As in recent years. We share Hitachi’s Mission and Values (Founding Spirit) with these new colleagues, and are working to foster a global Hitachi culture that achieves growth and innovation by combining the strengths and advantages of employees.

Town Hall Meetings

Senior management continues to hold town hall meetings with employees to deepen mutual understanding through direct dialogue. In fiscal 2021, 26 town hall meetings with the President & CEO and Vice Presidents were held, counting meetings in and outside Japan.

Communication to Fuse Corporate Cultures with New Colleagues in the Hitachi Group

In July 2021, a town hall meeting was held at GlobalLogic, a new member of the Hitachi Group, with approximately 6,000 participants. Participants were extremely positive as the Executive Chairman, President & CEO, and other executives shared their thoughts on creating future synergies and answered questions from employees.

“Make a Difference!” New Business Proposal and Job Improvement Idea Contest

Since fiscal 2015, Hitachi has been running the “Make a Difference!” employee idea contest to create a stronger culture based on an “I will” mindset. The number of entrants has expanded across the Group globally, and members of Hitachi Energy and GlobalLogic, who are new to the Group, are participating actively.



Establishment of Hitachi Origin Park

In November 2021, Hitachi opened a corporate museum, Hitachi Origin Park, in Hitachi City, Ibaraki Prefecture, where the company was founded. Hitachi Origin Park introduces the corporate philosophy and founding spirit that Hitachi has passed down since its founding in 1910, along with examples of how the company has solved social issues. It is a place where Hitachi Group employees can learn about Hitachi’s origins and deepen their understanding of our corporate philosophy and founding spirit. It is also a place to create new dialogues with local communities and our business partners around the world.

▶ Hitachi Origin Park

<https://origin.hitachi.co.jp/en/>

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## Talent Development

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### Approach to Talent Development

#### Approach

Hitachi has traditionally placed great emphasis on developing human resources, including the establishment of the Apprenticeship Training School, a predecessor of today's Hitachi Industrial Skills Academy, in 1910, the year of Hitachi's own founding. The pedagogical principles established in 1959 as our Educational Guidelines emphasized the spirit of *yūeki* (guidance through assistance) and *jikyō* (endeavor through one's own efforts).

That spirit has been maintained to the present day. In addition to on-site training through work tasks, we are also expanding training programs globally across the Group to improve individual capabilities, skills, and specialties. We will continue to support the growth of each and every individual employee with the goal of developing employees who can contribute to resolving social issues.

### Fostering Autonomy of the Individual

#### Approach | Activities

Hitachi recognizes the diversity and independence of individual employees. We work to create an organizational culture that makes the most of individuality, thereby fostering autonomy and support individuals who demonstrate career ownership.

Since fiscal 2015, we have implemented the "Make a Difference!" employee idea contest on the theme of "I will" mindset transformation. Employee support is being expanded for personal development, including subsidies under the Cafeteria Plan and recommendations relating to materials for self-development. We are also continuing to provide regular education so that each employee can acquire the skills they need.

#### Fiscal 2021 Make a Difference! Winning Idea

In fiscal 2021, out of 457 applications received from around the world, five teams made it to the final round of judging and gave presentations to a panel of executive judges. Two teams received the Gold Ticket, awarded to the best and most feasible ideas, and three teams received the Outstanding Spirit Award, recognizing their endeavors taken with an "I will" mindset. One new business idea that won the Gold Ticket was praised for its focus on people, especially women and diversity, and its initiative to provide useful information combining career development, health information, and life events. The other Gold Ticket award was for a job improvement idea submitted by a team from GlobalLogic, which participated in the contest for the first time this year. The team's unique idea to focus on the engagement of Hitachi employees and use an app to reach out to employees not only in terms of their individual careers, but also with respect to social aspects (hobbies, volunteer work, self-development activities, etc.) to lead them to success was evaluated highly. Since both ideas are aimed at employee retention, which is a top priority for the company, the two teams will collaborate to implement and realize these projects.

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## Management-Level Leadership Development

Approach System Activities Training

Hitachi takes a medium- to long-term approach to developing management-level leadership that will drive transformation with top management and the Nominating Committee playing a central role.

When developing candidates for appointment in the next and subsequent term to executive positions including CEO, CXO, and division heads several hundred candidates are selected from the Hitachi Group’s human capital around the world and given both on-the-job training (OJT), including tough assignments,<sup>\*1</sup> and off-the-job training (Off-JT) such as external training and coaching.

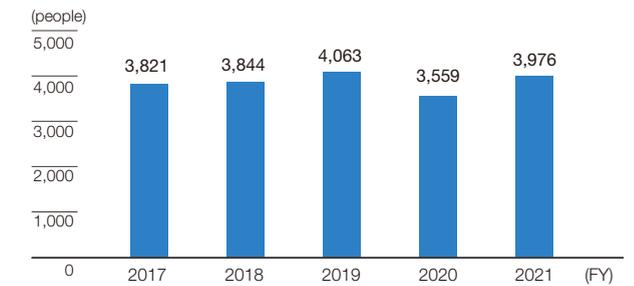
We also select around 50 outstanding emerging employees as candidates for management-level leadership as members of the “Future 50” program. By giving this Future 50 members tough assignments opportunities for direct discussions with independent directors and so on, we perform their development with focused educational activities.

\*1 Assigning highly demanding tasks.

▶ Leadership and Management Training (Global)

Training	Overview	FY 2021 results
Global Leadership Acceleration Program for Key Positions (GAP-K)	Selective training held for five months to accelerate the development of future management-level leaders	33 participants from 12 countries
Global Advanced Program for Leadership Development (GAP-L)	Training held twice a year for local leaders expected to perform well in subsidiaries outside Japan with the aim of developing the superior leadership, mindset, and skills necessary to drive Hitachi’s global growth business	43 participants from 13 countries
Global Group Executive Development Course (Global GEC)	E-learning course to give leaders of Hitachi subsidiaries outside Japan a basic understanding of Hitachi’s management and provide the latest information to lead Social Innovation Business	49 participants from five regions
Global Leadership Acceleration Program for Managers (GAP-M, Ready to Lead)	Leadership training with global common content for senior managers and new managers	2,921 participants, classes in eight regions

▶ Number of Participants of Leadership and Management Training Programs



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## Bolstering Recruitment and Development of Digital Talent

Approach	Target	Activities	Training
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To accelerate our Social Innovation Business using digital technologies and realize Hitachi's growth strategy, we are working to secure and develop human capital (digital talent) that can lead a digital transformation (DX).

In fiscal 2021, we increased our digital talent to approximately 67,000 people. This was achieved with the addition of GlobalLogic, a leading digital engineering services company, to the Hitachi Group, as well as the hiring of outside talent that can contribute immediately and the development of internal talent through DX training and other programs. We also increased our data scientists with specialist knowledge of data analysis including AI, IoT, and the utilization of big data to approximately 10,000, up from around 2,000 at the end of April 2020.

We have set a target of increasing our digital talent to approximately 98,000 people, mainly outside Japan, by fiscal 2024. We will accelerate our efforts to bolster our digital talent needed for business growth by acquiring talent globally through GlobalLogic and other means, and by developing internal talent through expansion of training programs and other measures.

### Achievements in Fiscal 2021

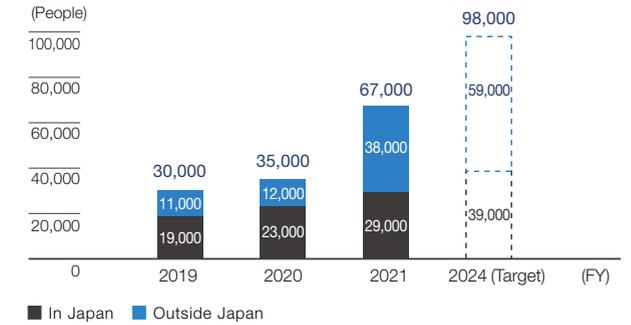
Aiming to further develop and strengthen our digital talent, we consolidated our various training institutes into the Hitachi Academy in April 2019. We also have constructed a DX training system that organizes, categorizes, and systematizes the processes and tasks needed for digital transformation.

Every year, we brush up our DX training system consisting of more than 100 courses, which were taken by a cumulative total of approximately 24,000 employees in fiscal 2021. In addition, we are enhancing the development of individuals who can apply DX to their own work by developing training courses for each skill required of digital talent. Furthermore, in fiscal 2020, we began an e-learning basic training program to improve DX literacy among all Group employees in Japan. In fiscal 2021, we widely expanded the program to Group companies outside Japan to foster a common understanding of digital business promotion throughout the Group worldwide.

At the same time, we are training the people in the leadership class who are in charge of DX projects by providing them with on-the-job training in actual projects and other practical experience.

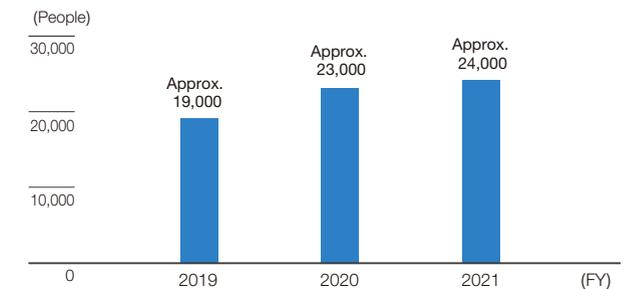
We will continue to strengthen our digital talent development with broader fundamental training aimed at acquiring basic knowledge and skills by participating in training, and specialized education to develop the leader class and specialists.

### Digital Talent: Past and Target



Note: A cumulative total number of people categorized into twelve groups by their skill (An employee with several skills is counted multiple times based on the number of skills)

### Total Number of Participants in DX Training



Note: A cumulative total number of participants in Japan by end of each fiscal year



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## Utilizing a Common Global Learning Platform

### Activities

### Training

At Hitachi, all employees can use Hitachi University, a common global learning platform, to check their past learning progress and take necessary training in a timely manner to achieve their business goals and develop their future careers in consultation with their managers. This promotes autonomous, workplace-based talent development. In addition, the HR department utilizes training transcripts to implement effective talent development measures.

## Career Development Support

### Activities

### Training

Hitachi, Ltd. has developed a broad range of career development support that focuses on “internal careers,” namely, employees’ individual values and rewarding activities, as well as their views on the meaning of their work. In a career development program to provide direct support for individual career development, we hold the Hitachi Career Development Workshop (H-CDW). Through self-analysis work, participants consider the direction they should proceed in, their career goals, and their career path, and then engage in self-directed efforts to develop their career and abilities. Around 15,300 people have participated in the program so far (as of March 31, 2022) with a focus on assistant manager-rank personnel working as technicians, researchers, and administrative office workers in their thirties. In addition to those programs, Hitachi also offers programs targeting specific age groups such as career education for young groups and training for middle-aged or older groups to help them prepare for the changes ahead in their careers.

We also operate a Career Consultation Room so that employees can speak with professional counselors about any challenges they have regarding their work, their career, or interpersonal relationships in order to help them find a solution.

We will continue to promote self-understanding while respecting each employee’s individuality and personal aspirations. By doing so, we will develop individuals with autonomy to think and act for themselves, promote mutual understanding as a way of fostering a sense of unity and teamwork while capitalizing on individuals’ engagement and motivation within the organization. We provide support and create mechanisms to link individual abilities and creativity to the enhancement of organizational strength and performance.

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### Initiatives at Regional Headquarters to Develop Employee Skills

Hitachi is a company with global operations, so its skills development programs are implemented primarily by its regional headquarters in keeping with the focus of each region’s business operations and cultural environment.

Through these efforts, we seek to identify and nurture the human capital who will become Hitachi’s leaders globally across the Group.

#### Hitachi America, Ltd.

For employees in the Americas aspiring to become global leaders, in addition to a global management training program, the company provides a variety of learning and individual training options utilizing the Hitachi University. Specifically, the company encourages employees to take e-learning courses on topics such as DX and AI/data science. To develop leadership, it also actively encourages employees to participate in training programs for management-level leaders.

#### Hitachi Asia Ltd.

Once a year, key business leaders meet to formulate a plan for training tailored to the skills required and business trends, thereby strengthening the alignment of talent development policy and business. The company provides global management training courses and an environment where employees can independently learn needed skills online, making full use of an e-learning platform for employees.

#### Hitachi (China) Ltd.

The growth of all employees is promoted through a training system catering to different levels of development which enables workers to develop the specialized and comprehensive skills they need to perform their jobs. In addition to global common training through Hitachi University and an e-learning platform for employees, the company provides specific content to allow employees to acquire the skills and knowledge required for business activities in China. It also supports the development of Hitachi’s Social Innovation Business by strengthening training for talent development related to digital business.

#### Hitachi Europe Ltd.

Employees in Europe can develop their skills through classroom lectures and online classes enabling them to acquire professional qualifications in cultural awareness, presentation skills, and IT skills. Global management training and other programs bring together Hitachi leaders in Europe which helps to build an important network in support of “One Hitachi.” In addition, the company also provides education and training to transform employees into smart workers who can make choices and deliver results in a limited amount of time.

#### Hitachi India Pvt. Ltd.

The Learning and Development Committee consists of senior executives and meets twice a year to discuss training programs. Another mission is to promote building skill sets by making full use of global management training courses and the e-learning platform for employees. In addition, to enable an effective learning and development, the company provides annual development roadmap and educational programs to Group companies located in India.

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## Diversity, Equity and Inclusion

## Committed to Diversity, Equity and Inclusion (DEI)

## Approach

## Policy

Hitachi aims to be a diverse company where everyone is welcome, everyone is treated equitably, and everyone feels included.

## Diversity, Equity and Inclusion open our future

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.

**Diversity:**

Diversity refers to the 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.

**Equity:**

Equity means 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 recognise 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:**

Inclusion is a state in which the uniqueness of each person is recognized and 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.

In line with this commitment, all of our initiatives to enhance Diversity, Equity and Inclusion (DEI) share these basic goals:

- Make Hitachi a truly global company, with talent from all over the world
- Enable Hitachi to better serve global customers, improve our footprint and open new markets
- Drive innovation and creativity
- Support attraction and retention of talent
- Allow employees to feel more engaged and connected, to be a part of Group strategy and actively contribute to it

[Hitachi Group Diversity, Equity and Inclusion Policy](https://www.hitachi.com/sustainability/download/pdf/Global_DEI_policy_EN.pdf)

[https://www.hitachi.com/sustainability/download/pdf/Global\\_DEI\\_policy\\_EN.pdf](https://www.hitachi.com/sustainability/download/pdf/Global_DEI_policy_EN.pdf)

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## Global DEI Strategy

### Strategy

Under the leadership of the Chief Sustainability Officer and Chief Diversity & Inclusion Officer (CDIO), Lorena Dellagiovanna, in fiscal 2020 we conducted a gap data analysis, looking at external assessments and working with the Business Units (BUs), corporate functions, and Group companies to review their current status and business strategies. Based on this analysis, we formulated our global DEI strategy for the medium to long term.

Diversity refers to all the different characteristics that distinguish people one from another. Some of these differences are immediately visible, but many more are intrapersonal—for instance thinking styles, personality type, and background experiences—at least until people really get to know each other.

Hitachi commits to tackle all dimensions of diversity, however we identified three themes that are common in every region and business.

### Our global DEI themes:

1. Gender-balance: More women across the business, especially within leadership roles
2. Cultural diversity: A team which reflects the global nature of our company
3. Multi-generation: Colleagues are recognized based on competence, not on age

In line with the above three global DEI themes, we set targets for BUs, corporate functions, and Group companies. The procedure to define the targets included individual meetings, where discussions focused on how DEI efforts can help to address issues in the business, since Hitachi operates in a variety of industries and markets.

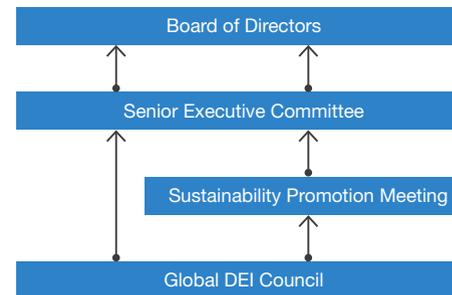
These targets are promoted through the “five pillars of implementation”:

Pillars	Description
Leadership Commitment	<ul style="list-style-type: none"> <li>• President &amp; CEO and other senior stakeholders show their clear commitment to the DEI vision</li> <li>• Leaders are accountable for DEI progress</li> </ul>
Culture	<ul style="list-style-type: none"> <li>• Improving workplace culture and cultural focus on inclusion are a business mandate</li> </ul>
Recruitment	<ul style="list-style-type: none"> <li>• We attract and hire diverse people</li> <li>• We conduct diagnostic analysis and review our recruiting channels and practice, monitoring the recruiting funnel</li> </ul>
Retention	<ul style="list-style-type: none"> <li>• We provide different benefits and support robust Employee Resource Groups (ERGs), driving cultural relevant programming</li> </ul>
Advancement	<ul style="list-style-type: none"> <li>• We produce diverse leaders</li> <li>• We promote diverse individuals based on competency</li> </ul>

## Global DEI Management Structure

### Structure

#### ➤ Global DEI Management Structure (FY 2022)



To achieve our aspirations, Hitachi has created a structure to lead its global and local initiatives.

At a global level, DEI themes are discussed both at the executive level and the implementation level, in order to promote the Group’s policies and initiatives.

The Global DEI Council is aligned with the global DEI strategy and conducts discussions on specific actions in partnership with the HR departments of Group companies around the world. Material matters are reported and deliberated on in the Senior Executive Committee, and are reported to the Board of Directors when necessary.

Regional DEI lead positions have been created to drive initiatives aligned to local needs and business strategies.

The Global DEI team supports the implementation of global and regional initiatives, promoting the DEI strategy to foster an inclusive culture. The team implements a thorough set of DEI performance indicators .

To promote communication among all functions, BUs and Group companies, the Global DEI team facilitates working group sessions. These sessions involve all key internal stakeholders, and participants discuss specific DEI topics, seeking to share best practices, identify common issues, and find practical solutions.

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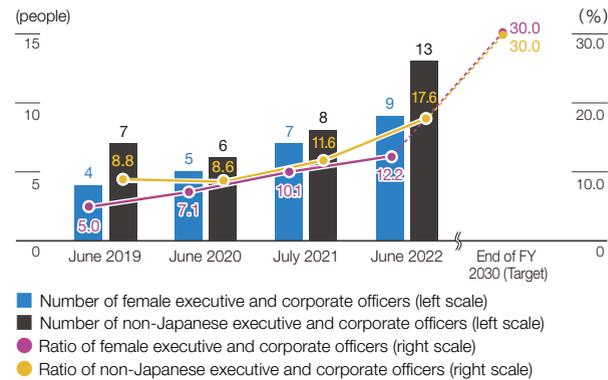
## DEI Global Target

Target Activities GRI 405-1/405-2

We have set the strengthening of diversity in management as a global DEI target, with a KPI of the ratio of executive and corporate positions held by women and non-Japanese persons.

As of June 2022, 12.2% of executives and corporate officers were women, compared to 10.1% as of June 2021. Furthermore, 17.6% of executives and corporate officers were non-Japanese persons, compared to 11.6% as of that same date. By 2030, our target is for 30% of our executives and corporate officers to be women and 30% to be non-Japanese persons.

▶ Ratio of Female and Non-Japanese Executive and Corporate Officers (Hitachi, Ltd.) ✓



## Initiatives to Support Our Global DEI Themes

Activities

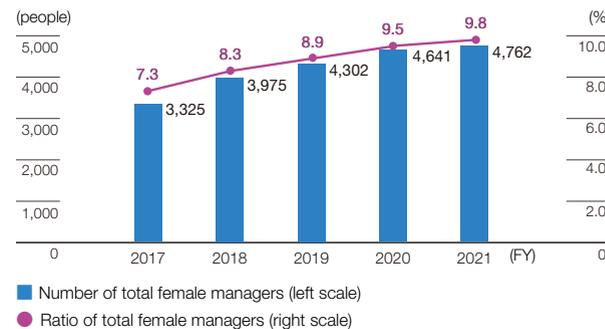
To advance DEI across our three global themes, the Hitachi businesses have a range of ongoing initiatives. These initiatives champion the global themes and enable Hitachi to meet its global DEI Policy.

### Global DEI Theme 1: Gender-balance

Improving our gender balance means empowering women across the business. Starting with giving broader access to all roles through recruitment, we are offering opportunities for their progression into leadership positions and providing support to ensure a workplace where women can thrive.

Our goal is that all women at Hitachi feel that they have a place, have a clear and distinctive voice, and enjoy the freedom to contribute to our innovation. Furthermore, in regards to employee compensation, it is set according to each individual's role and achievements, with no divisions or differences based on gender or age.

▶ Ratio and Number of Female Managers (Hitachi Group) ✓



Note: The figures are based on enrolled employees with employment contract including those seconded from Hitachi Group to other companies and those taking leave, and excluding those seconded from other companies to Hitachi Group (as of March 31). Rising numbers of female managers in part reflect improved coverage of our human capital databases.

▶ Basic Salary and Total Individual Compensation for Female and Male Managers (Fiscal 2021) (Hitachi, Ltd.)

Basic Salary	Total Individual Compensation
100:105	100:107

Note: Benefits for male and female employees are identical. Differences between male and female employees' salary and compensation are due to age distribution, grade distribution, etc.

### Initiatives of Hitachi, Ltd.

Hitachi, Ltd. supports women in thinking about their own career paths. The seminar is aimed at women with 3-4 years' experience at Hitachi and gives them the opportunity to better understand their career and consider their future. The seminar includes lectures on the environment surrounding working women, panel discussions by women in senior roles, and discussions among participants. The seminar was held online 2 times in FY 2021.

### Initiatives of Hitachi Energy

Within Hitachi Energy's diversity strategy, one opportunity focus area is "women's acceleration," with a management commitment to increase women's representation at three levels of the organization to achieve 25% women in management by 2025.

Hitachi Energy's Female Talent Development Program is an acceleration program including mentoring for middle managers, and to date 60 female leaders have graduated. Hitachi Energy incorporates DEI into all policies related to the employee life cycle such as equal pay, flexible working, and Employee Resource Groups (ERGs) global and locally.

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**Initiatives of Hitachi Vantara**

Hitachi Vantara is committed to providing opportunities for the advancement of women in the technology sector and providing career development opportunities for existing employees and future candidates. The company also offers a “returners” program with the Mom Project to support women returning to work after a career break. The business is working in partnership to place returners in the US, into key roles to support them continuing their career path and are looking to expand the program if this initiative is successful.

The business has also seen its Women of Hitachi ERG grow and expand globally. The Group’s mission is to help advance the development and advancement of women across all sectors. Members of this ERG are actively engaged in mentoring one another and hosting panel discussions with guest speakers to inspire and motivate all employees who identify as women and their allies.

**Initiatives for LGBTQ+**

For 2022, Hitachi Vantara scored a 100 on the Human Rights Campaign’s Corporate Equality Index, a national benchmarking tool on corporate policies, practices, and benefits for the LGBTQ+ community. This score was a result of the recent change to supplier selection, where Hitachi Vantara partners with diverse suppliers with minority, women, LGBTQ+ or person-with-disability owners.

Other programs to fulfill the DEI programs regionally and locally include employee resource groups such as LGBTQ+ (Rainbow Connection). We also have LGBTQ+ healthcare concierge services and DEI global compliance training.

**Initiatives of GlobalLogic**

GlobalLogic offers opportunity through its Women Influencers Program. High-potential women in senior management positions participate in a multi-month career development program. This rigorous program employs training, mentoring, and coaching to support senior managers’ advancement into the decision-making tier. The first “proof of concept” cohort earned 60% advancements and 40% role enhancements to date. The program will be expanding globally from 2022.

**Global DEI Theme 2: Cultural Diversity**

Being culturally diverse is about creating a team which reflects the global nature of our company. Hitachi has grown into a global innovation business from its Japanese roots, and our aspiration is to see the global and diverse nature of our business portfolio reflected in our people, particularly at the decision-making levels, and supported by an inclusive culture.

By providing the opportunity for more individuals from different nationalities to progress into leadership, we create opportunities for Hitachi to access new markets and sustain our global growth.

**Initiatives of Hitachi Astemo**

Hitachi Astemo organized its very first Diversity Month in May 2021. To highlight the cultural diversity of the company, employees were invited to share their favorite recipes, along with their favorite memories of cooking them.

**Initiatives of Hitachi Vantara**

To celebrate diversity in the workplace, Hitachi Vantara leverages spotlight months, such as Black History and Hispanic Heritage month, to invite employees to share stories of their heritage and culture. The company also

shares religious and holiday observance messages globally, to further respect cultural diversity. In addition to that, its leadership teams continue to participate in intercultural training courses to help further strengthen their understanding of cultures around the world.

**Global DEI Theme 3: Multi-generation**

Technology and society change quickly, and the voice of younger colleagues is essential in Hitachi’s approach to innovation. We seek to attract young people to our workplaces and ensure they contribute to our thinking, while also being sure to foster positive collaboration and dialogue among different generations. We recognize the value that all individuals can bring, and so we strive to recognize colleagues based on competence, rather than age.

**Initiatives of Hitachi Energy**

To attract and retain future talent, Hitachi Energy has set targets in the early career space to see 40% of early career positions filled by women and 20% of external hires be early career by 2025, partnering with university relations and our Power+ trainee program (a program to build solid foundation for fulltime position).

Hitachi Energy also works to ensure that its recruiting policy contributes to an inclusive workplace by examining areas such as the office infrastructure and embedding flexible working practices.

The company has also trained more than 3,500 leaders in a leadership model designed by employees to strengthen leadership capabilities of tomorrow.

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### Initiatives of Hitachi High-Tech

To support its talent, Hitachi High-Tech America has an Employee Mentorship Program (EMPower). This aligns with the company's goal to develop individuals within the organization with the skills and knowledge to achieve personal and professional growth. The company's diverse professional mentor/mentee relationships strengthen its ability to provide global customers with the solutions they need. This, in turn, helps ensure client satisfaction and strengthens long-term relationships.

### Disability Inclusion

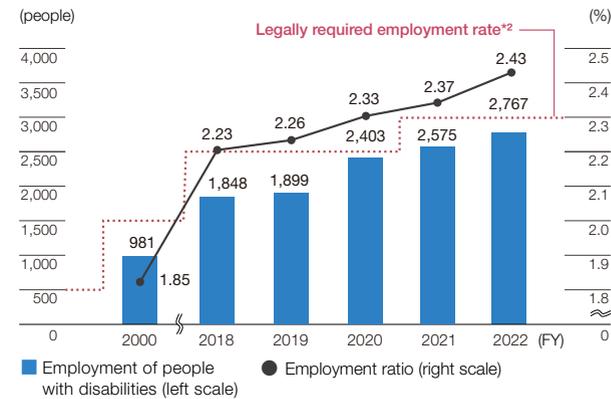
Activities GRI 405-1

Hitachi Group joined The Valuable 500, a global CEO community launched at the World Economic Forum to promote the inclusion of people with disabilities by providing business leadership and other opportunities. By joining this worldwide movement, Hitachi seeks to accelerate the inclusion of people with disabilities internally and externally.

### Initiatives of Hitachi, Ltd.

Hitachi, Ltd. and its Group companies in Japan are actively recruiting people with disabilities via online recruiting fairs and by partnering with special subsidiaries. As of June 2022, the employment ratio of people with disabilities was 2.43% at Hitachi, Ltd. and 2.51% for the entire Group in Japan. These figures exceed Japan's legally required employment ratio of 2.3 %.

### Employment of People with Disabilities and Employment Ratio (Hitachi, Ltd.)\*1



\*1 Includes special subsidiaries and related Group companies. (One special subsidiary and 25 related Group companies in June 2022. Figures include Hitachi, Ltd.)

\*2 The legally required employment rate was 1.8% up through fiscal 2012, 2.0% from fiscal 2013 through fiscal 2017, 2.2% in fiscal 2018, and 2.3% in fiscal 2021.

Notes: • Data compiled on June 1 of each fiscal year.  
• The employment ratio is calculated according to methods prescribed in the relevant laws.

Hitachi, Ltd. has also implemented "Working Together with People with Disabilities," an e-learning course introducing non-discriminative policies and accommodations designed for people with disabilities. Some 168,000 employees have attended the course across the Japan-based Group companies (95% attendance rate).

In addition, "Hitachi You and I", a special subsidiary established in fiscal 2020, created the Recruitment Retention Support Division. The division supports the long-term employment of people with disabilities and seeks to create a work environment where employees enjoy high job satisfaction.

### Initiatives of Hitachi Energy

Hitachi Energy has ensured disability inclusion in the HR processes and policies within the Group. This includes equal employment opportunity policies, induction programs for onboarding, and buddy programs as part of retention and support. The business is also currently making its website more accessible and will continue to improve the application process for people with disabilities.

### Initiatives of GlobalLogic

The vision for the diversity and inclusion program at GlobalLogic is to contribute to society and create equal opportunities for all. The business has been recognized as an "Emerging Employer" by ASSOCHAM and Sarthak NAAI (National Ability Association of India) for empowering the lives of persons with disabilities.

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## Enhancing Employee Understanding of DEI

### Training

Hitachi Group is working on initiatives to enhance employee understanding of DEI.

### Initiatives of Hitachi Astemo

To make managers the best possible ambassadors of DEI, Hitachi Astemo is rolling out an e-learning program covering the topic of unconscious biases. Addressing managers in its first phase, the material will be translated in 2022 and be offered to all indirect employees in a second step. Among other topics, this online course tackles the importance of diversity in the business, and equips managers to better support DEI. A toolbox was distributed to managers in March 2022 to raise awareness about unconscious biases that may be at work during employee performance reviews.

### Initiatives of GlobalLogic

GlobalLogic is now designing its own unconscious bias training, based on storytelling (“Let me explain what it means to be the only woman in the room”). These are customized by region in terms of the content and format.

### Initiatives of Hitachi High-Tech

Hitachi Hi-Tech hosts the “Hitachi High-Tech WAY” a series of inclusive gatherings consisting of 25 town hall meetings per year with a total of 4,000 people. These meetings provide an opportunity for all employees to speak up about any work or nonwork matters in an environment with guaranteed psychological safety.

The business recognizes the links between DEI and innovation and works to address “Workstyle Improvement,” “Diversity & Inclusion Acceleration,” “People Development,” “Women at Hitachi,” and “Employee Mentorship” at a global level.

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## Work-Life Management

### Approach to Work-Life Management

**Approach**

Hitachi goes beyond “work-life balance,” in which employees are simply balancing work and private life, to promote “work-life management” which encourages employees to proactively take charge of improving the quality of both their work and private lives. We believe that practicing work-life management will enrich employees’ work and private lives, enhance professionalism, and build personal character, resulting in both individual and organizational growth sustainably. Based on this philosophy, we have established systems to support work-style reforms and a balance between employees’ work and private lives.

### Promoting Work-style Reform

**Approach   System   Activities**

Hitachi, Ltd. promotes the companywide work-style reform initiative, Hitachi Work-style Innovation, to develop workstyles allowing talent from diverse backgrounds to work with enthusiasm and demonstrate strong performance.

Today, approximately 95% of all regular employees may take advantage of our programs to work from home or satellite offices, including managerial-level employees, discretionary labor system workers, and regular employees who need to balance work with child care, nursing care, or medical treatment. This provides regular employees with flexibility concerning where and when they work. The programs do not require the applicants to come into

the office for a certain amount of time nor are there any limitations on the number of times for doing so, which allows regular employees to work from wherever they need to be for child care or nursing care. If posted away from their families, they can work from their family home. We are also rolling out location-free work for managerial-level employees, which allows them to perform their duties from anywhere when approved by the company.

Coverage of working from home and satellite office programs

**Approx. 95%**

▶ Work-style Innovation Initiatives at Hitachi, Ltd.

Activity	Key components
Top commitment	<ul style="list-style-type: none"> <li>Send message within company</li> </ul>
Review of operations and processes	<ul style="list-style-type: none"> <li>Reform administrative operations at headquarters</li> <li>Clarify rules for outgoing email</li> <li>Use support tool designed to optimize meeting durations and participant numbers and improve meeting efficiency</li> </ul>
Strengthening workplace management	<ul style="list-style-type: none"> <li>Increase operational transparency using in-house consultants</li> <li>Improve attendance management system for firm compliance</li> <li>Offer training to learn effective organizational management in remote workplace (Target: 8,000 managers at Hitachi, Ltd.)</li> </ul>
Promotion of time- and location-independent work practices	<ul style="list-style-type: none"> <li>Expand working from home program</li> <li>Create environments where internal networks can be accessed safely</li> <li>Distribute around 30,000 IT tools to support paperless and online meetings</li> <li>Roll out location-free work for managerial-level employees</li> <li>Expand satellite office network (232 sites as of March 2022)</li> <li>Reform administration by promoting electronic signatures and paperless systems</li> </ul>
Companywide promotional tactics	<ul style="list-style-type: none"> <li>Share on Hitachi's intranet site</li> <li>Raise employee ideas about work-style reforms and share them</li> </ul>

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## Introducing and Expanding Support Systems for Balancing Work and Child Care/Nursing Care

System

GRI 401-2/401-3

### Support Systems for Balancing Work and Child Care

Hitachi, Ltd. and certain Group companies in Japan are working to introduce and expand various programs to help employees balance work and child care, and to create even more supportive workplaces. Specifically, we have provided an allowance to support child care and work; launched Hokatsu Concierge child-care matching service, an information-providing service for finding nurseries; and provided a child-care matching service in collaboration with company-led nurseries. To create an environment in which both men and women can balance work and child care, from fiscal 2022 we offer “e-learning for managers” to help managers understand management and other issues related to the revised Child Care and Family Care Leave Act. We also offer “expectant-father and expectant-mother seminars” to promote understanding of child care and child-care leave systems among employees who themselves or their spouses are expecting a baby.

To help employees balance work and child care, Hitachi, Ltd. has established an in-house child-care facility with a capacity of approximately 70 children at its Yokohama Office in cooperation with the labor union and 17 Group companies.

### Support System for Balancing Work and Nursing Care

As Japan’s population ages, the number of employees facing the challenge of providing nursing care for elderly family members is growing. Consequently, Hitachi, Ltd. regularly conducts employee awareness and internal fact-finding surveys concerning nursing care. Based on the results of these surveys, the company is working to continually enhance measures to help employees balance their work and home nursing care responsibilities.

Specifically, Hitachi, Ltd. has been offering financial support for these employees by establishing programs such as work-caregiving balance support points under the Cafeteria Plan. Through seminars for all employees 40 years of age and older on how to balance work and nursing care responsibilities, the company provides useful information that raises their awareness of the work-life balance. This

includes learning about the significance of continuing to work while fulfilling nursing care responsibilities along with expert information on how to achieve this balance.

Hitachi, Ltd. and certain Group companies have introduced a service that warmly supports employees dealing with nursing care concerns. In addition to helping employees apply for public programs and find care-giving facilities, it established services that arrange counseling to help employees cope with the emotional challenges. The understanding and cooperation of others, including superiors and workplace colleagues, is essential for balancing work and nursing care. Accordingly, we are making efforts to reform our organizational culture, including by holding management e-learning for all managers and seminars by experts in fiscal 2021.

### New Measures in Fiscal 2021

▶ Balancing Work, Child Care and Nursing Care

Measures	Main Details and Purpose
Expectant-father and expectant-mother seminars (pilot conducted in March 2022, and started full-scale in FY 2022)	<ul style="list-style-type: none"> <li>Conducted for regular employees who are expecting a baby or whose spouse is expecting a baby, to promote understanding of child care and child-care leave systems and to encourage regular employees to use the necessary leave and work systems</li> </ul>
E-learning for managers on balancing work and child care (April 2022)	<ul style="list-style-type: none"> <li>Conducted to help managers understand basic knowledge for management and promotion of male employees to take child-care leave in accordance with the revised Child Care and Family Care Leave Act</li> </ul>
E-learning for managers on balancing work and nursing care (September 2021)	<ul style="list-style-type: none"> <li>Conducted to help managers understand the knowledge necessary to manage subordinates with nursing care situations and to be able to respond appropriately</li> </ul>
Seminar by an expert on the state of nursing care in Japan (February 2022)	<ul style="list-style-type: none"> <li>Provided various perspectives on the nursing care situation in Japan, with the aim of fostering awareness and an organizational culture that considers nursing care issues from viewpoints of both the company and individuals</li> </ul>

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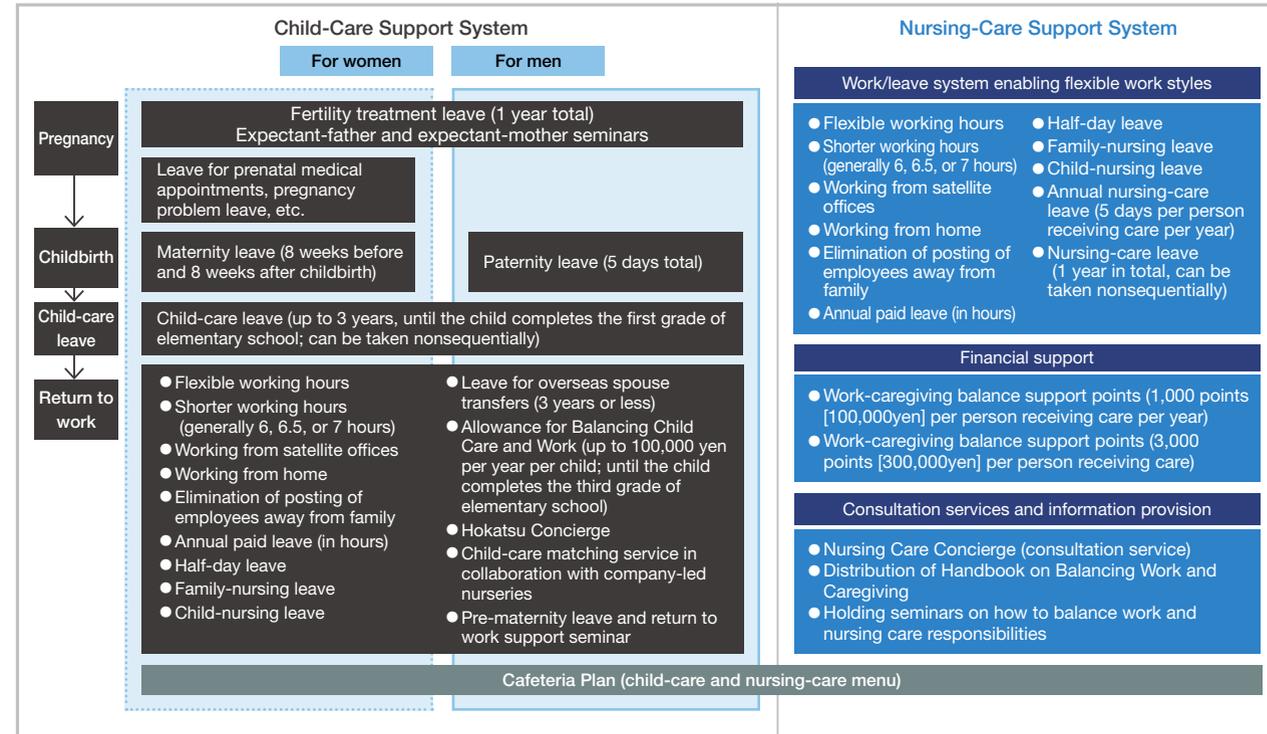
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▶ **Work-Life Management Support System at Hitachi, Ltd.**



**Support Systems and Measures that Meet Diverse Employee Needs**

**System**

Hitachi, Ltd. and the Hitachi Group companies in Japan are working to meet the needs of employees as their lifestyles become more diverse. Through domestic Group-wide lifestyle support programs and measures, we have implemented systems that provide the necessary level of support based on the business environment of each company and the needs of employees. These measures include the following: a Cafeteria Plan program, housing support such as dormitory

GRI 401-2/404-2

and family housing and a housing allowance system, systems for balancing work with child and nursing care, retirement and pension plans, a consolation payment system, an employee stock ownership program, Hitachi Group insurance, a property accumulation promotion system, internal sales, and a Health Insurance Society.

In the past, these lifestyle support programs and measures were only available in principle to regular

employees. Based on Japanese laws with bearing on equal pay for equal work that came into effect in 2020, some systems have been updated so that they also cover limited-term contract employees. In addition, for those measures that are unsuitable for limited-term contract employees due to the purpose and nature of the program concerned, we provide support to employees regardless of their employment type. This includes the provision of welfare allowances as an alternative measure.

With regard to retirement benefit programs, Hitachi Group companies in Japan have partially or fully implemented defined benefit pension plans, defined contribution pension plans, and lump-sum retirement allowance plans. These plans respond to the diverse needs of people in old age by providing supplementary benefits in addition to public pensions and play an important role in allowing retired people to live more affluently.

**Achievements in Fiscal 2021**

With the expansion of working from home, Hitachi, Ltd. has restructured its lunch allowance, which was previously provided on the premise that employees come into an office to work, to make it fair regardless of where they choose to work. The company decided to grant an additional 60,000 yen worth of points per person per year through the Cafeteria Plan starting in January 2022, in part to subsidize the cost of working from home. Equivalent support is provided to limited-term contract employees who are not eligible for the Cafeteria Plan. Through such efforts, we will promote more flexible work styles and encourage the active participation of diverse talent.

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## Prevention of Long Working Hours and Overwork

Approach Activities

Hitachi complies with the laws and regulations of each country and region concerning long working hours and overwork.

With a view to maintaining employee health and improving productivity through a balanced work schedule, Hitachi, Ltd. sets companywide KPIs for work-style reform in Japan each fiscal year, and works to strengthen workplace management and review business processes. The company provides e-learning programs to ensure compliance with laws and regulations related to working hours and the taking of annual paid leave. Projects with issues that lead to long working hours are managed individually. In addition, for working-hour management, we have introduced a system that links PC on/off times to an attendance management system to check actual operating hours. We also provide a labor management dashboard\*1 and send out alerts to help supervisors monitor the working conditions of their subordinates in a timely manner, thereby supporting appropriate management in the workplace.

We communicate with employees by sending out messages that promote positive working habits and inform them of their actual total monthly hours worked. Through this communication, we encourage individuals to reflect on their workstyle and autonomously increase productivity. In this way, we are trying to change work culture to that of working efficiently (producing results in less time) and taking breaks after working (maintain high performance by recharging and preparing for the next workday).

\*1 Labor management dashboard: A business tool that integrates and visualizes information and data related to labor management

## Working in the New Normal in the Pandemic

Approach Activities

In the new normal following the spread of COVID-19, we are accelerating the shift to working from home as the standard way of working in a wide range of positions, further evolving the diversification of employee workstyles with working from home as a driver of change.

Hitachi strives to prevent the spread of the virus, placing the safety and health of all employees first and foremost. As well as promoting working from home for, in principle, all positions except those requiring a physical presence for society to function, we are undertaking initiatives to protect employees from infections and support working from home. With the evolving diversity of our employees' work styles, we are further promoting the creation of a rewarding workplace where each employee can play an active role.

COVID-19's impact is global, and our countermeasures in each region are informed by the conditions at regional headquarters. Hitachi Europe asked employees working from home what they needed, and developed an action plan to provide it. At Hitachi India, an e-learning course on COVID-19 was created and shared to raise awareness of the virus and how employees can prevent its spread.

### ▶ Hitachi Ltd.'s Main Measures Supporting New Workstyles for the New Normal

Support for flexible workstyles	Flexible working hours	Promote and realize autonomous and flexible workstyles by eliminating the minimum daily work hours for discretionary work and flextime work by choosing their own start and finish times, and allowing employees to set "non-working days"
	Flexible work locations	Give employees greater flexibility to choose time- and location-free work by allowing work at locations such as travel destinations or parents' homes, to realize autonomous workstyles and further improve productivity
Main policies for supporting working from home medium- to long-term	Appropriate health support for long-term workers from home	Remote counseling by occupational physicians and other medical staff, provision via intranet of information for staying mentally and physically healthy, etc.
	Provision of communication activation tools	Using Hitachi's unique indicator "Happiness Level," which measures people's feelings of contentment, to stimulate communication

P118 Measures to Prevent Infectious Disease

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## Initiatives at Regional Headquarters to Create a Good Working Environment

Hitachi supports workstyles that are conducive to each employee achieving their full potential. Region-specific policies are also implemented by our regional headquarters.

### Hitachi America, Ltd.

Various systems and measures are in place to improve employee wellbeing. There is a monthly No Meeting Day for individuals to focus on their work. There is a hybrid and flexible work hour system, and a system for individuals to switch to permanent working from home at their discretion, creating a more comfortable work environment for employees.

### Hitachi Asia Ltd.

Efforts to make Hitachi Asia the best place to work in Asia include providing equal opportunities for all employees and creating workplaces that foster and retain outstanding human capital. The company provides opportunities for recreation in order to further enhance communication among employees and boost engagement. It has also introduced staggered work hours and provides more flexible ways of working to create new workstyles and enhance employees' work-life balance.

### Hitachi (China) Ltd.

In order to improve productivity and support diverse workstyles, work-style reform is promoted, and working from home has been introduced in addition to flexible work hours. Emphasizing work-life balance, average overtime hours are well below the legally mandated maximum, and employees are encouraged to take annual leave. Town hall meetings are held with executives, and interdepartmental business exchange meetings are held to continuously enhance vertical and horizontal communication within the workplace. The network built through these activities contributes to a sense of unity in the company, a comfortable work environment, and smoother business operations.

### Hitachi Europe Ltd.

Hybrid working arrangements have been instituted to protect the health and safety of employees and to support diverse workstyles. In addition, staggered work hours and other systems are used to encourage a better work-life balance and help employees balance their work and private lives.

### Hitachi India Pvt. Ltd.

For every employee to work in a style they are most comfortable with, Hitachi India introduced a hybrid style of working. Employees can come to the office whenever required and utilize to the utmost working from home for a suitable work life balance.

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## Occupational Health and Safety

### The Basic Principle for Occupational Health and Safety

Approach Policy GRI 403-1

“Health and Safety Always Comes First.” is the basic principle underlining the Hitachi Group Health and Safety Policy which is shared by all Hitachi Group companies around the world. Employees work together with all related companies, including contractors and procurement partners, to develop a safe, secure, comfortable and healthy workplace for everyone involved in our business activities.

Moreover, we communicate our belief to everyone who works at the Hitachi Group that occupational injuries and illnesses can be prevented and that each of us is responsible for our own safety and health. We also strive to actively adopt practices to protect our own health and safety and foster a culture of raising mutual awareness.

### Hitachi Group Health and Safety Policy

“Health and Safety Always Comes First”

#### Policies

In accordance with our mission, “Contribute to society through the development of superior original technology and products,” the Hitachi Group will endeavor to ensure safe and healthy workplaces under the principle of “Health and Safety Always Comes First.”

To accomplish this, we will:

1. Continuously be involved in taking health and safety activities in order to prevent occupational injuries and illnesses through designating the health and safety of employees as management’s top priority
2. Comply with the local laws and regulations in each company regarding health and safety
3. Develop a safe and comfortable work environment by encouraging employees to maintain their own health and taking a proactive stance on health and safety activities in the workplace
4. Require an understanding of Hitachi’s principles and the promotion of health and safety awareness from all the business partners of the Hitachi Group (contractors, cooperating companies, procurement partners, etc. involved in the Hitachi Group’s business activities)
5. Contribute to the creation of a safe and pleasant society by emphasizing activities that make health and safety a top priority in all of Hitachi’s business activities

### Establishing Occupational Health and Safety Management System

Structure System GRI 403-1/403-2/403-3/403-4/403-8

In April 2021, the Hitachi Group established the Safety and Health Management Division to promote occupational health

and safety, and oversee our global occupational health and safety management system.

Every other month, the Safety and Health Management Division holds a Health and Safety Leaders Meeting attended by the officers in charge of health and safety at each Group company, and those responsible for health and safety in each division. The meeting checks the progress of each division’s efforts toward targets and sets Group-wide KPIs. Participants also work to continually improve our occupational health and safety management system by analyzing the factors behind accidents and implementing thorough measures to prevent recurrence, sharing best practices, and promoting training. The number of accidents and responses to occupational health and safety risks are reported and deliberated on in the Senior Executive Committee, and are reported to the Board of Directors.

In Japan, each business site (BU) or other location convenes a monthly health and safety commission, which is attended by the business operators, labor union, and employees. Participants analyze the factors leading to accidents and develop countermeasures, share information, and discuss health and safety activities considering the situation regarding employees who have taken sick leave. If serious injuries or fatal accidents occur at worksites outside of Japan, depending on the circumstances, the Safety and Health Management Division gets directly involved in supporting improvement activities.

The Hitachi Group has also obtained international certifications such as ISO 45001 at multiple sites.

📄 P121 Labor-Management Cooperation toward Improving Occupational Health and Safety Levels

Note: Hitachi normally refers to its suppliers (including vendors or providers) as “procurement partners” who build business together on an equal footing.

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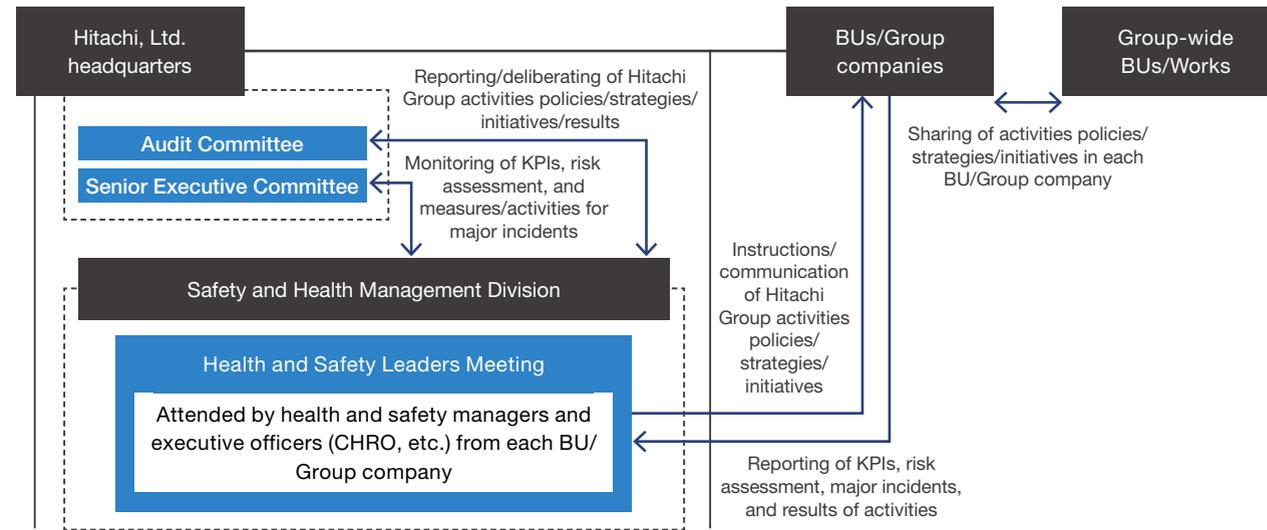
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▶ Occupational Health and Safety Management Structure



▶ Initiatives to Prevent Occupational Accidents

	Target	Outline
Key Safety Management Designation System	Group companies and BUs that have experienced serious occupational accidents	<ul style="list-style-type: none"> <li>Under the leadership of top executives, target companies and BUs take on management-driven initiatives to formulate specific plans, and the progress of these plans is monitored by the Occupational Health and Safety Officer, who also lead initiatives to prevent recurrences.</li> </ul>
Incident Investigation Database	Entire Group	<ul style="list-style-type: none"> <li>An Incident Investigation Database was built to analyze accidents and formulate future countermeasures in accordance with the Incident Investigation System established in 2019. Implementation began in Japan in 2020, and we now intend to roll it out globally.</li> </ul>

**Global Occupational Health and Safety Targets**

Target	Activities	GRI 403-9
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Hitachi aims to create a safe workplace, free of accidents, and has set a global goal of zero fatal accidents. To achieve this target, we have set up and deployed an occupational health and safety management system tailored to each company's business, conduct periodic risk assessments and audits, and are working to expand training related to occupational health and safety globally.

**Safety Targets and Progress Achieved in 2021**

Unfortunately, we were not able to meet our safety targets for 2021. We deeply regret that two fatal accident occurred within the Hitachi Group (including contractors) in 2021, and there were 434 lost-time accidents Group-wide. While the occurrence rate decreased from the previous year, there is still room for improvement.

In 2019 and 2020, there have been multiple cases of employees and contractors being fatally electrocuted in work conducted outside of our sites during business hours. So, we recognize the need to strengthen integrated safety management systems in order to identify risks and implement countermeasures for employees and contractors working on tasks and equipment that pose a high risk of electric shock.

▶ Safety Targets and Achievements in 2021, and Targets for 2024

	Scope	2021 targets	2021 achievements	2024 targets
Hitachi Group	Fatal accidents *1	0	2 (Target not achieved)	0
	Lost-time accidents	Halved compared to 2018 (253 cases)	434 (Target not achieved)	Halved compared to 2021 (20% annual reduction)
Hitachi, Ltd.	Fatal accidents *1	0	0 (Target achieved)	0
	Lost-time accidents	Halved compared to 2018 (3 cases)	3 (Target achieved)	Halved compared to 2021 (20% annual reduction)

Note: Since safety-related targets are generally based on calendar year statistics, numerical targets are established and managed on a calendar year basis, instead of on a fiscal year basis.

\*1 Including contractors

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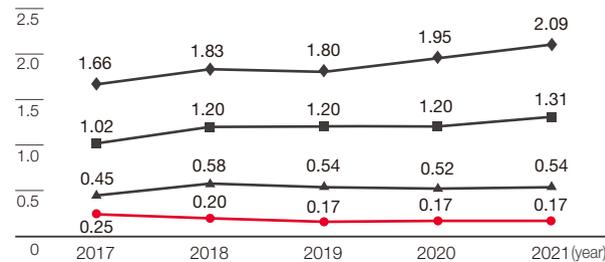
We carried out the following action plans in fiscal 2021. Based on our awareness of these issues, we continue striving to enhance occupational health and safety.

**Fiscal 2021 Action Plan**

- 1. Effectively utilize risk assessment**  
Build a framework for identifying and mitigating risks
- 2. Build and operate an global occupational health and safety management system**  
Clarify rules and processes
- 3. Education and training**  
Transform ways of thinking to encourage voluntary occupational health and safety behaviors
- 4. Utilize IT and digital tools**  
Measures to digitize and improve data reports

📄 P147 Societal Data

▶ Occupational Accident Frequency Rate

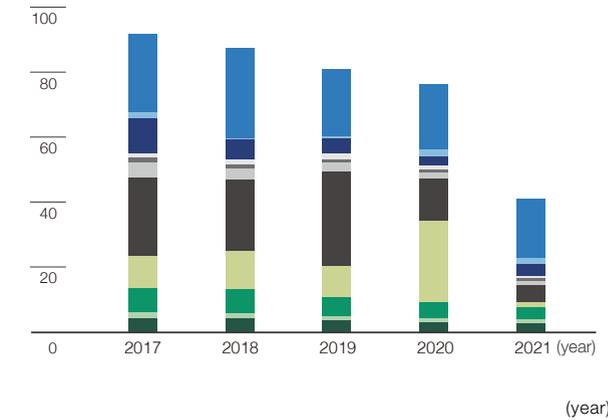


◆ All industries ■ Manufacturing industries  
▲ Electrical machinery sector ● Hitachi Group\*1

Note: Occupational accidents are defined as those involving fatality or work-time loss of one day or more.

\*1 Hitachi Group figures for Japan including Hitachi, Ltd., are; for 201 Group companies in 2017; for 188 Group companies in 2018; for 169 Group companies in 2019; for 136 Group companies in 2020; and for 131 Group companies in 2021.

▶ Hitachi Group's Global Safety Figures (Occurrence Rate\*2)



	2017	2018	2019	2020	2021
North America	24.33	27.96	20.76	18.98	18.46
Central and South America	1.62	0.44	0.57	2.12	1.69
Europe	10.82	6.08	4.78	3.09	3.71
India	1.44	1.44	1.63	1.07	0.53
China	1.53	1.46	1.17	1.12	1.06
Asia (excluding India, China, and Japan)	4.41	3.34	2.63	1.55	1.30
Oceania	24.41	21.94	29.07	12.95	5.32
Africa	9.93	11.76	9.72	25.37	1.43
Overseas total	7.42	7.43	5.78	4.90	3.80
Japan	1.85	1.64	1.53	1.34	1.20
Global total	4.22	4.20	3.45	2.89	2.69

\*2 Occurrence rate is the rate of workplace accidents per 1,000 directly contracted employees (including cases without lost workdays).

**Occupational Health and Safety Risk Assessment**

**Activities**

Hitachi sets and operates its own standards for high-risk activities and equipment as a common global measure. We also promote occupational health and safety activities that fit each company's business. We have also built a system for globally monitoring risk identification, evaluation, and countermeasure implementation. We conduct internal audits into the status of risk assessment for locations that are determined to have significant risks through this monitoring. And we are working to improve safety measures in both hard and soft aspects using IT and digital technologies for accident prevention. Moreover, since July 2020, we have increased the frequency of global accident statistic reporting from twice a year to once a month. This acts as a mechanism for getting an accurate handle on information such as accident statistics.

**Risk Assessment for High-risk Activities and Equipment**

Since 2021, we have been advancing efforts to identify and evaluate the hazards in high-risk activities and equipment, and implementing measures to reduce risk, on a global scale.

We also have been working to modify high-risk activities\*1 and equipment, including strengthening the response to risks of electric shock in all our BUs globally. Thus, we have formulated measures to prevent accidents which clearly designate the accountable person in charge of safety at each BU, and we are carrying out physical measures and investment to this end.

\*1 Examples of high-risk activities and equipment: (1) electric shock (high voltage), (2) work at height (3) industrial vehicles (4) heavy lifting (5) machinery and equipment (6) confined space (7) toxic gases (8) fires and explosions

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### Internal Audits

The Audit Committee holds annual deliberations on the policies, plans, and results of our occupational health and safety activities. It also reports at least once a year to the Senior Executive Committee, meetings of Group company presidents, and other bodies, about important issues such as fatal accidents and potentially serious events. For measures and activities that require particular improvement, the results of monitoring are reported at the above relevant meetings.

### External Audits

In fiscal 2018, the Hitachi Group commissioned independent external audits on safety diagnostics at four of our BUs in Japan. The auditors identified issues that we needed to address in order to implement our Hitachi Group Health and Safety Policy; we are making improvements in response to each of these issues (See the table below).

During fiscal 2019 and 2020, we focused on activities that built a foundation for understanding the current situation and solving problems. In fiscal 2021, we performed independent outside safety diagnoses when fatal accidents occurred at Group companies outside of Japan and are strengthening the health and safety systems in the relevant region, reconsidering our action plans, and working to improve safety awareness.

Issues Identified	Items to deal with	Concrete actions taken
Establishment of Group-wide safety management systems	<ul style="list-style-type: none"> <li>● Build and operate an occupational global health and safety management system</li> <li>● Clarify rules and processes</li> </ul>	<ul style="list-style-type: none"> <li>● Ascertain capacity for global safety governance Conduct survey and interviews with business entities involved in building occupational health and safety management systems</li> <li>● Create rules, documents, and regarding occupational health and safety management systems (in Japan) Publish occupational health and safety management system guidelines Health and Safety Action Principles</li> <li>● Formulate common standards for Hitachi Group occupational health and safety management systems (Begin implementation in Japan in 2022, and outside of Japan from 2023)</li> </ul>
Raising safety awareness of employees by strengthening leadership at the organization's top management	<ul style="list-style-type: none"> <li>● Transform ways of thinking to encourage voluntary health and safety behaviors through training</li> </ul>	<ul style="list-style-type: none"> <li>● Begin specialized safety training by grade (Japan) (By grade: Executives, line managers, the person in charge of safety) For executives, training was held a total of 13 times, with 240 people participating (Heads of BUs, presidents of Group companies, etc.)</li> <li>● Established training management methods (Japan)</li> <li>● Introduced awards system (Safety Spot Award)</li> <li>● Held senior management discussion between the General Manager and Deputy General Manager of the Safety and Health Management Division, and heads of BUs</li> </ul>
Clarifying the accountability for implementing safety activities and expanding basic countermeasures in the event of an accident	<ul style="list-style-type: none"> <li>● Effectively utilize risk assessment</li> <li>● Build a framework for identifying and mitigating risks</li> <li>● Digitize and improve data reports using IT/digital technology</li> </ul>	<ul style="list-style-type: none"> <li>● Shared report on risk assessment for high-risk activities and equipment, and progress made in various meetings</li> <li>● Conducted audit of measures for handling high voltage</li> <li>● Checked measures meant to reduce the risks of important work</li> <li>● Began monthly reports of global accident statistics</li> <li>● Set global KPIs for occurrence rate, near-misses, etc. (Starting from 2022)</li> <li>● Considered use of security camera systems, and expanded use of vehicle dash cams to prevent accidents</li> <li>● Promoted proper use of accident investigation system/accident investigation database</li> </ul>

### Carry out Appropriate Health and Safety Training

**Training**

GRI 403-5

To prevent occupational accidents, Hitachi aims to rebuild its safety culture by implementing appropriate occupational health and safety training for all executive officers and employees. Each Hitachi Group company distributes work guidelines and procedures relating to their own business and industry. We also conduct safety-focused training to each organizational level, as well as education and drills tailored to each organization and business type, for line managers and safety staff, and workers engaged in specific hazardous activities in the field. We provide individual guidance to new hires and temporary workers in particular, as they are at a higher risk of injury. This is accomplished through on-the-job training to increase awareness and understanding of work procedures and dangers before engaging in work.

Since fiscal 2020, we have carried out safety-focused leadership training for managerial staff, with the goal of strengthening awareness of, and building commitment to, their roles and responsibilities concerning safety. Following training, we also evaluate their changes in awareness and behavior through one-on-one interviews with external consultants. As of fiscal 2021, we had held 13 training sessions attended by 240 people.

### Ensuring the Occupational Health and Safety of Contractors

**Approach**

**Activities**

Hitachi conducts gap analysis for its safety management systems, rules, and operations both within inside and outside its factories. This is based on the occurrence of accidents in which contractors were injured during construction, installation, service, and maintenance work outside of our

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plants. We are also working to formulate common Hitachi Group guidelines and manuals for safety management systems, and evaluation methods for integrated safety management that includes contractors.

[Hitachi Group Sustainable Procurement Guidelines](https://www.hitachi.com/procurement/csr/EN_HG_SPG.pdf)  
[https://www.hitachi.com/procurement/csr/EN\\_HG\\_SPG.pdf](https://www.hitachi.com/procurement/csr/EN_HG_SPG.pdf)

### Initiatives to Improve Employee Health

**Activities** **Targets** GRI 403-6/403-10

Hitachi believes that the wellbeing of its employees are essential for its sustainable growth. So, we are working to create a workplace in which all Group employees can work safely and be healthy in both mental and physical health.

In fiscal 2020, we added questions relating to wellbeing to our annual Global Employee Survey, and we expanded these questions from fiscal 2021 onward. Going forward, we will evaluate the effectiveness of measures related to employee wellbeing.

In Japan, we will steadily implement health management measures, strengthen mental health support in accordance with new workstyles, and work to thoroughly prevent lifestyle-related diseases. Over the medium and long term, we will implement measures based on a Group-wide Health and Hygiene Policy after ascertaining the actual conditions of occupational health measures globally and identifying issues.

P.093 Global Employee Survey

### Fiscal 2021 Targets and Results for Health Management and Fiscal 2022 Targets

	Scope	FY 2021 Targets	FY 2021 Achievements	FY 2022 Targets
Rate of mental illness		—	—	Less than 0.7%
Percentage of employees with high stress according to the stress-check	Hitachi Group (Japan)	10% decrease from fiscal 2020(less than 10.4%)	12.8%	Less than 10%
Percentage of employees who have received special health guidance		40% of employees	40.3% (estimate)	50% or more of employees

### Health Support Initiatives in Japan

- Occupational healthcare provided by occupational physicians, nurses, and other occupational healthcare personnel located both on-site and at regional health-management centers serving multiple business locations
- Health maintenance measures provided based on periodic medical exams and other examinations to prevent serious disease
- Medical interviews and advice to prevent mental and physical disorders among employees working long hours
- Consultations and guidance by occupational healthcare workers to address employees' health concerns and encourage regular exercise
- Qualitative improvement of occupational healthcare activities and the human capital development of occupational healthcare workers through regular meetings, study groups, and training sessions attended by both occupational healthcare workers and human resources staff
- Prevent mental health problems by promoting consultations and interviews with internal and external consultation services (in addition to the interviews with doctors required by law), as a proactive approach to employees who have been identified through the stress check system as having high stress
- Provide opportunities to help employees quickly resolve a wide range of concerns by creating an environment in which employees can consult internal and external EAP\*1 consultation service

\*1 Employee Assistance Program

### Absences Rate Trend

	2017	2018	2019	2020	2021
Mental	0.60	0.64	0.65	0.62	0.66
Physical	0.26	0.24	0.25	0.22	0.21

Note: Percentage of employees taking sick leave for seven or more consecutive days and formally taking leaving system (Number of employees taking sick leave per month/ Number of employees per month × 100)

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## Addressing Mental Health

**Activities** GRI 403-6

Hitachi has established measures addressing mental health to be taken by employees, workplace managers, occupational healthcare workers, and human resources divisions. We are working to spread basic mental health knowledge and understanding of ways to deal with stress as well as reinforcing the ability of those in positions of authority to respond to these issues. The mental illness incidence rate among employees in fiscal 2021 was higher than in the previous year, therefore we have continued to take a proactive approach to increases in mental strain such as that caused by the prolongation of the pandemic.

- (1) Regular one-on-one interviews
- (2) Expansion of a system for remote consultations with occupational physicians
- (3) Introduction of an external EAP consultation service in addition to our internal one
- (4) Individual interviews with employees who are stationed at customer company
- (5) Tips for working from home posted on the intranet
- (6) Identification of health issues using a survey of employees working from home
- (7) Sending emails promoting non-statutory interviews (consultations) to employees identified through a stress check as highly stressed
- (8) Providing a handbook for care by line managers when working from home

We will also clarify which target levels require special attention based on our survey of employees working from home, a global employee survey, and the opinions of occupational physicians. And we will promote taking an effective and active approach.

### ▶ Initiatives Addressing Mental Health at Hitachi

	Occupational physicians and occupational healthcare workers	Self-care (individual)	Line care (superior)	Human resources division
Preventive management (while healthy)	Health improvement activities (Seminars and health guidance from occupational physicians)	Mental health education	Working environment improvement workshops, etc.	Promotion of training and education Workplace management guidance Reduction of long working hours
		<ul style="list-style-type: none"> <li>•Stress coping seminars</li> <li>•External and internal EAP consultations and other consulting services</li> <li>•Stress-check approach for highly stressed employees</li> </ul>	<ul style="list-style-type: none"> <li>•EAP corporate diagnosis</li> <li>•Line care training</li> <li>•360FBP*1</li> </ul>	
Indicator management (while mentally unhealthy)	Mental health consultations during medical exams Health consultations	Health consultations Health exams of various types	Workplace management Promotion of various types of health exams	Management of those working extensive overtime
Condition management (at beginning of and during absences and leave)	Regular consultations Support for returning to work	Leave system	Regular consultations	Management of employees on leave
Management to prevent recurrence (from decision to return to after returning to work)	Programs supporting return to work Regular consultations	Trial return system	Consideration of tasks upon return Regular consultations Follow-up status checks after return to work	Programs supporting return to work Regular consultations
Repetition management (during repetition after return to work)	Regular consultations	Collaboration to support return to work		
		Guidance to external facilities supporting return to work		

\*1 360FBP: 360-degree Feedback Program.

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## Promoting Collabo-Health\*1

Activities GRI 403-6

As well as carrying out individual health improvement initiatives according to their own unique characteristics, Group companies in Japan strive to maintain and improve the health of employees by taking full advantage of the services offered by the Hitachi Health Insurance Society.\*2 Hitachi is also working to ensure that all Group companies are certified under the Health and Productivity Management Organization Recognition Program by Ministry of Economy, Trade and Industry. Health promotion initiatives are also evaluated on an annual basis with recognition of the most accomplished companies and BUs within the Group heightening the motivation among business owners and employees to pursue such activities.

\*1 Collabo-Health: A concept involving insurers like the Health Insurance Society proactively working with business owners, with a clear division of labor and a good working environment, to effectively and efficiently improve the health of insured persons (employees and their families), including preventive strategies.

\*2 Hitachi Health Insurance Society: Hitachi Group employees and their families are members of this organization which is one of Japan's largest health insurance associations. As of the end of March 2022, there were 197 participating corporations and 409,943 insured persons (206,301 members and 203,642 dependents).

### ▶ Number of Hitachi Health Insurance Society Member Corporations Certified Under the Health and Productivity Management Organization Recognition Program

Category	FY 2020	FY 2021
Large companies	58 (Including seven with "White 500" status)	75 (Including four with "White 500" status)
Small-and medium-sized companies	41 (Including three with "Bright 500" status)	66 (None with "Bright 500" status)

## Encouraging Employees to Receive Medical Exams and Quit Smoking

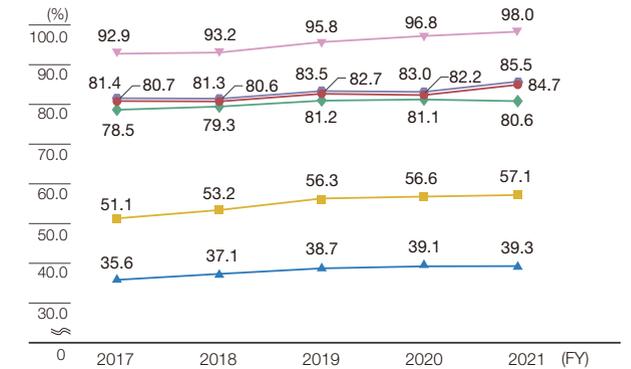
Activities GRI 403-6

In Japan, Hitachi has established a system offering financial support for medical exams by the Health Insurance Society and encourages employees aged 35 and over, to receive the general physical and other exams specified in law as well as targeted screening based on age, in order to promote early diagnosis and treatment such as for lifestyle related diseases and cancers.

Furthermore, as a response to the rise in metabolic syndrome, and in addition to special health guidance made compulsory for the Health Insurance Society, we actively promote policies to prevent and control conditions such as diabetes, cerebral strokes, and myocardial infarctions.

Hitachi has also continued its online quit smoking program so that employees do not need to visit a clinic during the pandemic. This helps employees to stop smoking while working from home. Of the approximately 360 employees who signed up, more than 70% have succeeded in stopping smoking.

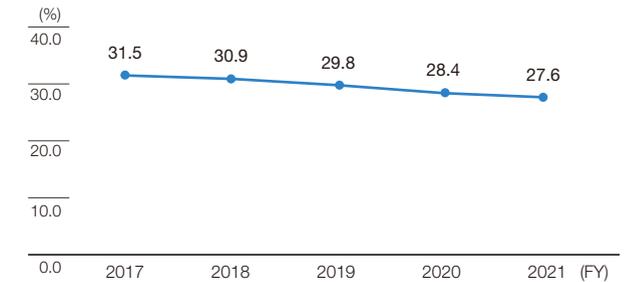
### ▶ Medical Exam and Screening Attendance Rates



◆ General physical exam\*1    ■ Breast cancer screening\*2  
 ▲ Uterine cancer screening\*3    ● Stomach cancer screening\*4  
 ● Intestinal cancer screening\*4    ▼ Lung cancer screening\*5

\*1 Men and women aged 35 and over    \*2 Women aged 30 and over  
 \*3 Women aged 25 and over    \*4 Men and women aged 30 and over  
 \*5 In fiscal 2016–2017, men and women aged 50 and over; from fiscal 2018, it changed to men and women aged 35 and over

### ▶ Smoking Rate Trend



Note: Employees aged 35 and over (results of specific medical examinations)

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### Measures to Prevent Infectious Disease

#### Activities

GRI 403-6

In addition to measures to prevent the spread of COVID-19, we have been vaccinating employees against hepatitis A, tetanus, and cholera to prevent them from contracting infectious diseases during business travel outside Japan.

In Japan, the Health Insurance Society has established an incentive point system to reward influenza vaccine recipients, including employee family members, with the aim of preventing influenza outbreaks in the workplace. As an initiative to prevent catching influenza, we recommend employees get vaccinated before the flu season gets underway. The program is used by about 120,000 employees and their families every year.

From fiscal 2019 to fiscal 2021, we introduced an incentive point system in cooperation with the Health Insurance Society to encourage applicable employees to receive an antibody test for and vaccination against measles and rubella—both of which are now free of charge. This is part of our efforts in Japan to target male employees of the generation not covered by the national MR vaccination program as children.

#### Promoting Measures to Prevent the Spread of COVID-19

As a measure to prevent the spread of COVID-19, we ask all employees to check their temperature and physical condition before leaving for work, and to always stay home if they have a fever or feel unwell. We encourage the full implementation of the government's infection prevention guidelines. We have implemented full-scale infection prevention measures according to the type of work. This includes providing disinfectant and masks to employees engaged in the maintenance of social infrastructure. Hitachi has taken a whole range of other preventive measures such as mandatory mask wearing at all sites as well as thorough temperature checks and workplace disinfection based on the installation of thermal cameras, non-contact thermometers, and automatic sanitizer dispensers at building entrances.

We have also spaced-out seating in offices, employee cafeterias, and conference rooms, installed droplet blocking partitions, limited the number of passengers in elevators, suspended the use of smoking rooms and ensured physical distancing in common areas.

The Hitachi Group recommends that employees get vaccinated against COVID-19 to prevent infection and serious illness. In Japan, we conducted workplace vaccinations, and offered vaccination to the families of employees at some of our locations. Altogether, we have vaccinated approximately 75 thousand people.

#### Helping to Protect Employees Against COVID-19

We are providing a wide range of support to address a broad array of mental and physical health concerns among long-term workers from home. For example, we provide remote healthcare counseling, offer tips on staying healthy while working from home, support foreign employees seeking medical services in Japan, and ensure the human rights of COVID-19 infected employees.

Hitachi Group companies outside Japan have also been supporting employee health during the pandemic. Their efforts include holding mental health workshops and providing EAP consultation services.

[Hitachi Group's General Policies in Response to COVID-19](https://www.hitachi.com/information/ImportantNotices/management.html)

<https://www.hitachi.com/information/ImportantNotices/management.html>

### Health Promotion Initiatives for Employees and Their Families

#### Activities

GRI 403-6

To encourage healthy lifestyles among employees and their families, the Hitachi Health Insurance Society has established a portal site for individuals entitled MY HEALTH WEB. By providing information on health exam results and a system of incentive points allowing employees to receive rewards for entering health-related activities, the site raises health awareness, helps employees understand the state of their own health, and offers a range of support for adopting a healthier lifestyle.

In fiscal 2021, we completely overhauled MY HEALTH WEB and increased the employee utilization rate to 80% through various promotional activities.

#### Achievements in FY 2021

In fiscal 2020, in order to encourage regular checkups, Hitachi added an online service that allows employees and their families to make appointments for medical examinations using MY HEALTH WEB. Furthermore, in fiscal 2021, to support employees' health management in the COVID-19 pandemic, we held our first "Autumn Walking Campaign" in two years, with about 50,000 participants.

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▶ Helping Employees in Japan Stay Healthy and Promote Further

Initiative	Outline
Remote counseling by occupational physicians	Established remote counseling by occupational physicians and nurses as an early-response measure to address the mental and physical health concerns of employees working long-term from home
Tips on staying healthy while working from home	The website provides advice for maintaining physical and mental health as well as contact information for health consultation providers. It provides information on ways to keep mentally and physically fit—such as stress-coping strategies and simple, at-home exercises—and links to career, family-health, and other counseling services
Inbound Medical Assistance Services	A 24-hour year-round call center offering medical assistance in 16 languages for foreign employees and their families in Japan, including referrals and appointments to medical facilities and arrangements for emergency transport and hospitalization, and other services

▶ Supporting the Mental Health of Employees Outside Japan

Region	Outline
Europe	<ul style="list-style-type: none"> <li>● Establishment of a mental health consultation service</li> <li>● EAP consultation services</li> <li>● Mental health workshops for managers and employees</li> <li>● Health resilience training</li> <li>● Providing information on mental health measures through in-house newsletters</li> <li>● Virtual sessions on topics such as team leadership while working from home as well as workstyles and work lifestyles to improve productivity, etc.</li> </ul>
United States	<ul style="list-style-type: none"> <li>● EAP consultation services</li> <li>● Wellness programs (virtual yoga and wellness workshops)</li> <li>● Setting recommended dates for taking leave</li> </ul>
Asia	<ul style="list-style-type: none"> <li>● Virtual engagement activities (dialog between top management and employees, recreation, etc.)</li> <li>● Wellbeing programs (Build Mental Resilience)</li> <li>● Structured 1-on-1 communications</li> <li>● Daily team communication and health status management by managers</li> </ul>

P118 Measures to Prevent Infectious Disease

## Health and Safety Considerations for Nuclear Businesses

GRI 403-7

Since 2008, Hitachi has been working with the world's leading nuclear power plant vendors to develop voluntary, private principles of conduct covering the export of nuclear power plants and reactors. The Nuclear Power Plant and Reactor Exporters' Principles of Conduct were formally revealed on September 15, 2011. They were adopted by all involved in their development, and we have also indicated our adherence to them.

Regarding our employees and other persons employed at nuclear sites under the Hitachi Group umbrella, we have performed thorough exposure management based on our internal management systems and performed evaluation of radiation damage (dose management).

For health management in particular, our management indicators for radiation exposure are stricter than those set by Japan's Ministry of Health, Labour and Welfare. We monitor physical and mental health along with exposure doses even for employees of partner companies, and an occupational physician from Hitachi visits sites to perform examinations and offer health advice.

[Nuclear Power Plant and Reactor Exporters' Principles of Conduct](https://www.hitachi-hgne.co.jp/en/principle/index.html)  
<https://www.hitachi-hgne.co.jp/en/principle/index.html>

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### Respecting the Rights of Employees

#### Approach

GRI 102-41

Hitachi respects and supports human rights as recorded in the ILO Declaration on Fundamental Principles and Rights at Work. And the Hitachi Group Codes of Conduct call for the upholding of the fundamental rights of employees in line with international standards and in accordance with the laws of each country and region. In addition, we have signed the United Nations Global Compact, which states that, “businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining” of employees.


[Hitachi Group Codes of Conduct](https://www.hitachi.com/corporate/about/conduct/index.html)
<https://www.hitachi.com/corporate/about/conduct/index.html>

### Mutual Communication Between Employees and Management

#### System

The relationship between employees and management at Hitachi, Ltd. and Group companies in Japan is stable with healthy ongoing dialogue.

In Japan, the Group companies espouse the three fundamental rights of labor unions (to organize, to bargain collectively, and to act collectively), and we are working to promote mutual understanding through Dialogue between employees and management throughout the entire Group. Plus, the Central Management Council, the Business Units Management Council, and the Business Sites Management Council work to enhance mutual communication between

employees and management. This contributes to smooth management and business development and helps improve working conditions for union members. We usually negotiate with the Hitachi Workers Union, from February to March each year, to determine wages, bonuses, and collective agreements for the next fiscal year. We have also established 13 committees, advisory panels, and round-table conferences, including the Next 100 Labor and Management Committee, the Central Wages Committee, and the Employment and Work Style Advisory Panel. These committees each meet one to four times a year to share information, exchange opinions, and hold discussions.

All Hitachi, Ltd. all employees, with the exception of management, can join the Workers Union, and the membership rate is approximately 96%, as of March 31, 2022.

At Hitachi, Ltd., we also hold quarterly Hitachi Group management meetings with the labor unions of group companies in Japan that belong to the Federation of Hitachi Group Workers Unions (FHGWU), to share information and exchange views and opinions on Group business conditions. In addition, we have established five round-table conferences and committees, such as the Hitachi Group Health and Safety Round-table Conference, which each meet once or twice a year to share information and exchange opinions.

Group companies outside Japan also actively pursue dialogue with individual labor unions and their representatives in accordance with the laws and regulations in each country and region to deepen mutual understanding of employee working conditions and treatment as well as business conditions.

### Labor Management Dialogue at Regional Headquarters in China and Europe

#### Hitachi (China) Ltd.

To maintain good communication with employees, Hitachi China holds management roundtable meetings with labor unions to share information on corporate management conditions and issues. In fiscal 2021, the 22nd meeting was held online.

Moreover, the company and its labor unions work to deepen mutual understanding and protect the rights of employees by forming contracts related to working conditions, wage revisions, protection of female employees, and the like.

#### Hitachi Europe Ltd.

Since 1996, our European labor management meeting has been held every year as a place for senior management and employees to exchange opinions on the Group's business environment and strategies.

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## Notification of Work-related Transfers and Reassignments

System

GRI 402-1

The collective agreement between Hitachi, Ltd. and the Hitachi Workers Union states that any transfer or reassignment of an employee for work-related reasons should adequately take into consideration the situation of the employee as well as requiring the company to promptly inform the Hitachi Workers Union of the decision. More specifically, in cases of large-scale transfers, reassignments, or moving the company will consult with the labor union regarding the basic issues involved.

## Labor-Management Cooperation toward Improving Occupational Health and Safety Levels

System

Hitachi, Ltd. and the Hitachi Workers Union are dedicated to improving occupational health and safety levels through employee management cooperation. This includes signing a collective agreement on the promotion of, among other things, occupational health and safety measures, a health and safety committee, education and training programs, and health checks for employees.

The committee works to ensure a healthy and safe work environment through their initiatives that include planning and tracking occupational health and safety activities each year, reviewing their measures to prevent occupational accidents, and sharing information on whether employees have received their annual health check-ups.