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Innovation Management

Research and Development

R&D Expenditure

	Reporting Boundary	Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
R&D expenditure	Hitachi Group	Billions of yen	323.9	332.9	323.1	293.7	293.5
Ratio of R&D expenditure to revenue	Hitachi Group	%	3.5	3.6	3.4	3.4	3.4

Top-Class Digital Talent in the AI Field

	Reporting Boundary	Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Top-Class Digital Talent in the AI Field	Hitachi Group	People	—	—	226	306	356

Notes: Disclosure began in fiscal 2018.

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GRI 102-7/102-8/401-1/401-3/403-9/403-10/404-1/405-1/405-2

Employee Data

	Reporting Boundary		Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Number of employees	Region	Hitachi Group	Japan	169,744	168,086	162,083	162,100	158,194
			China	44,736	44,080	40,784	41,673	51,903
			ASEAN, India, and the rest of Asia	41,913	44,536	44,229	45,114	61,411
			North America	20,071	21,884	20,985	22,034	27,122
			Europe	14,808	16,517	17,074	17,850	32,449
			Other areas	12,615	12,172	10,786	12,285	19,785
		Total	People	303,887	307,275	295,941	301,056	350,864
Gender	Hitachi Group*1	Male	People	195,645	199,193	196,221	199,603	228,278
		Female	42,460	41,870	43,581	45,359	51,381	
		Total	People	238,105	241,063	239,802	244,962	279,659
	Hitachi, Ltd.	Male	People	29,921	29,220	27,828	25,628	24,100
		Female	5,710	5,705	5,662	5,814	5,750	
	Total	People	35,631	34,925	33,490	31,442	29,850	
Average age	Hitachi, Ltd.	Male	Age	41.9	42.3	42.6	43.0	43.5
		Female	38.7	39.2	39.5	40.1	40.8	
		Total	Age	41.4	41.8	42.1	42.4	43.0

*1 Approximately 40,000 employees in part of manufacturing workers not registered in the employee database and approximately 30,000 employees of some newly consolidated companies are not included.
Note: Regional classifications were changed from fiscal 2020.

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	Reporting Boundary		Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Average service (years)	Region	Hitachi Group* ¹	Japan	18.4	18.0	18.8	18.8	18.9	
			China	7.3	8.5	8.8	8.4	8.4	
			ASEAN, India, and the rest of Asia	7.2	7.5	7.4	7.4	7.2	
			North America	8.4	8.7	7.1	7.2	6.4	
			Europe	7.9	8.4	7.6	8.3	6.0	
			Other areas	4.5	7.3	6.4	7.6	7.5	
			Total	Years	15.0	14.9	15.1	15.0	13.6
	Gender	Hitachi Group* ¹	Male	Years	15.8	15.4	15.8	15.7	14.2
Female			Years	11.6	12.6	11.8	11.8	11.0	
Total			Years	15.0	14.9	15.1	15.0	13.6	
Hitachi, Ltd.			Male	Years	17.9	18.3	18.5	18.5	18.8
			Female	Years	15.2	15.5	15.6	15.6	16.0
Total	Years	17.5	17.8	18.0	17.9	18.3			
Turnover rate ^{2,3}	Hitachi Group* ¹	Male	%	4.7	5.0	5.8	4.8	4.1	
		Female	%	7.8	7.8	8.4	7.2	5.2	
		Japan	%	2.3	2.1	2.2	2.5	2.0	
		Outside Japan	%	12.9	13.4	15.4	10.9	7.4	
		Total	%	5.3	5.5	6.3	5.2	4.3	
	Hitachi, Ltd.	%	1.5	1.5	1.6	1.7	1.4		

*1 Approximately 40,000 employees in part of manufacturing workers not registered in the employee database and approximately 30,000 employees of some newly consolidated companies are not included.

*2 The figures are based on number of employees including those dispatched from Hitachi Group to other companies.

*3 Figures include only voluntary resignations.

Note: Regional classifications were changed from fiscal 2020.

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Global Human Capital Management

Approval Rating in Global Employee Survey

	Reporting Boundary	Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Engagement indicator	Hitachi Group	%	58	58	60	60	62
Overall			60	61	60	61	64

Note: Questions change slightly each year. Above figures are not adjusted for changes in questions. Comparing fiscal 2020 results with previous years using only the same questions, overall approval has improved for five straight years.

Talent Development

	Reporting Boundary	Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Number of participants of global management training programs	Hitachi Group	People	3,530	3,821	3,844	4,063	3,559
Digital talent headcount ^{*1}	Hitachi Group	People	—	—	—	Approx. 30,000	Approx. 35,000
Average amount invested in education per employee ^{*2}	Hitachi Group	Yen	—	—	—	—	66,900 ^{*3}
	Hitachi Group companies in Japan		—	118,500 ^{*4}	127,800 ^{*5}	128,000 ^{*6}	—

	Reporting Boundary	Unit	June 30, 2018	April 30, 2019	April 30, 2020	April 30, 2021
Number of data scientists ^{*7}	Hitachi Group	People	Approx. 700	Approx. 1,000	Approx. 2,000	Approx. 3,000

^{*1} Disclosures began in fiscal 2019.

^{*2} Disclosure of figure as Hitachi Group began in fiscal 2020. Disclosure of figure as Hitachi Group in Japan began from fiscal 2017.

^{*3} Hitachi, Ltd., 45 Group companies in Japan, and 78 Group companies outside Japan.

^{*4} Hitachi, Ltd. and 14 major Group companies in Japan

^{*5} Hitachi, Ltd. and 13 major Group companies in Japan

^{*6} Hitachi, Ltd. and 12 major Group companies in Japan

^{*7} Disclosures began in fiscal 2018.

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Diversity and Inclusion

	Reporting Boundary	Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
Ratio of female employees ^{*1}	Hitachi Group	Japan	13.9	14.2	14.9	15.6	16.0	
		China	40.6	39.6	39.5	37.5	34.1	
		ASEAN, India, and the rest of Asia	%	24.5	24.3	24.6	25.3	20.7
		North America	(People)	24.5	24.2	26.2	24.9	22.7
		Europe		22.7	20.4	21.5	21.3	22.0
		Other areas		35.1	27.9	22.1	23.4	18.2
	Total	%	18.3	18.2	18.8	19.4	19.1	
Ratio of female employees	Hitachi, Ltd.	%	16.8	17.2	17.8	19.0	19.7	
Ratio and number of female managers ^{**1,2,3}	Hitachi Group		6.7(2,562)	7.3(3,325)	8.3(3,975)	8.9(4,302)	9.5(4,641)	
Ratio and number of female assistant managers ^{**1,3,4}	Hitachi Group	%	—	—	16.6(14,909)	17.8 (18,028)	18.2 (18,675)	
Ratio and number of female managers ^{**3,5}	Hitachi, Ltd.	General manager or above	(People)	3.3(113)	3.2(128)	3.4(135)	3.9(147)	4.5 (156)
		Section manager		4.4(396)	4.6(449)	5.3(500)	6.2(553)	7.3 (612)
	Total	% (People)	4.1(509)	4.2(577)	4.8(635)	5.5(700)	6.5 (768)	
Basic salary ratio of female to male managers ^{**6}	Hitachi, Ltd.	Female:	—	100:102	100 : 103	100:104	100:104	
Total individual compensation ratio of female to male managers ^{**6}		Male	—	100:104	100 : 105	100:106	100:106	
Ratio of new female employees hired ^{**1}	Hitachi Group	Japan		18.8	19.4	23.1	23.0	23.9
		China		37.7	40.8	35.6	30.9	31.9
		ASEAN, India, and the rest of Asia	%	26.6	19.4	25.3	27.7	22.2
		North America		22.0	26.2	32.8	29.7	23.2
		Europe		20.5	19.6	23.8	22.9	26.5
		Other areas		29.2	22.8	27.3	28.9	17.8
	Total	%	24.2	22.1	26.7	26.3	23.8	
Ratio of new female graduates hired ^{**7}	Hitachi, Ltd.	Technical	%	20.8	17.2	17.9	17.8	17.7
		Administrative		42.1	53.8	51.6	48.9	36.3
	Total	%	26.3	26.6	24.2	25.3	21.1	

*1 Hitachi Group figures exclude approximately 40,000 manufacturing workers and approximately 30,000 people in newly consolidated companies as they are not registered yet. *2 The figures are based on all female managers including those dispatched from Hitachi Group to other companies. *3 Rising numbers of female managers and female assistant managers in part reflect improved coverage of our human capital databases. *4 Disclosures began in fiscal 2018. *5 Since fiscal 2017, "female managers" has included managerial employees dispatched from Hitachi, Ltd. to other companies and those accepted from other companies by Hitachi, Ltd. Figures prior to fiscal 2016 include regular managerial employees dispatched to other companies but exclude those accepted from other companies. *6 Benefits for men and women are identical. Differences between male and female salaries and compensation are due to age distribution, grade distribution, etc. Disclosures began in fiscal 2017. *7 Graduates from universities or colleges (including postgraduate schools and technical colleges)

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	Reporting Boundary	Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Maternity/partner's leave utilization rate ^{*1}		Male	24.3	32.7	37.8	38.1	33.8
		Female	100.0	100.0	100.0	100.0	100.0
Return rate for maternity/partner's leave recipients ^{*2}		Male	100.0	100.0	100.0	100.0	100.0
		Female	100.0	100.0	100.0	100.0	99.7
Retention rate for maternity/partner's leave recipients ^{*3}	Hitachi, Ltd.	Male	98.7	98.4	99.7	96.9	97.7
		Female	100.0	99.2	100.0	100.0	99.7
Childcare leave utilization rate ^{*4}		Male	1.6	2.2	2.7	4.0	7.3
		Female	99.6	86.6	100.0	87.5	74.9
Return rate for childcare leave recipients ^{*5}		Male	96.7	100.0	94.3	100.0	100.0
		Female	97.1	98.5	97.4	97.4	98.9
Retention rate for childcare leave recipients ^{*6}		Male	100.0	96.6	90.9	84.8	71.4
		Female	98.6	98.0	99.4	95.5	98.0

*1 Total number of employees who took maternity leave or partner's maternity leaves/Total number of employees with newborn Children

*2 Total number of employees not resigning on the day after completing maternity leave or partner's maternity leaves/Total number of employees who took maternity leave or partner's maternity leave

*3 Total number of employees who did not resign within one year after maternity leave or partner's maternity leave/ Total number of employees who took maternity leave or partner's maternity leave

*4 Total number of employees who took child-care leave/Total number of employees with newborn children

*5 Total number of employees returning from child-care leave/Total number of employees who planned to return from child-care leave. Number of employees returning excludes those who planned to return and resigned voluntarily without returning

*6 Total number of employees continuously working one year after returning from child-care leave/Total number of employees returning from child-care leave

Ratio of Female and Non-Japanese Executive and Corporate Officers

	Reporting Boundary	Unit	June 2017	June 2018	June 2019	July 2020	June 2021
Number of female executive and corporate officers		People	2	2	4	5	7
Ratio of female executive and corporate officers <input checked="" type="checkbox"/>	Hitachi, Ltd.	%	2.4	2.6	5	7.1	10.1
Number of non-Japanese executive and corporate officers		People	3	5	7	6	8
Ratio of non-Japanese executive and corporate officers <input checked="" type="checkbox"/>		%	3.7	6.4	8.8	8.6	11.6

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Ratio and Number of Male/Female and Japanese/Non-Japanese Directors

	Reporting Boundary	Unit	June 2017	June 2018	June 2019	July 2020	June 2021	
Number of male directors	Hitachi, Ltd.	People	11	10	9	11	11	
		%	84.6	83.3	81.8	84.6	84.6	
Number of female directors		People	2	2	2	2	2	
		%	15.4	16.7	18.2	15.4	15.4	
Number of Japanese directors		People	8	8	7	7	7	
		%	61.5	66.7	63.6	53.8	53.8	
Number of non-Japanese directors		People	5	4	4	6	6	
		%	38.5	33.3	36.4	46.2	46.2	
Total				13	12	11	13	13

Employment of People with Disabilities and Employment Ratio

	Reporting Boundary	Unit	June 2017	June 2018	June 2019	June 2020	June 2021
Employment of people with disabilities	Hitachi Group companies in Japan ^{*1}	People	1,437	1,848	1,899	2,403	2,575
Employment rate		%	2.15	2.23	2.26	2.33	2.37

*1 It includes special subsidiaries and related Group companies. (There were one special subsidiaries and 23 related Group companies in June 2021.)

Occupational Health and Safety

Number of Fatal Accidents, Occupational Accident Severity Rate and Occupational Accident Frequency Rate

	Reporting Boundary	Unit	2016	2017	2018	2019	2020
Number of fatal accidents (Number of deaths of employees)	Hitachi Group	Cases	3	5	0	4	3
		(People)	(3)	(5)	0	(4)	(3)
	Hitachi, Ltd.	Cases	1	0	0	0	0
		(People)	(1)	0	0	0	0
Number of lost-time accidents	Hitachi Group ^{*1}		425	485	506	396	314
	Hitachi Group companies in Japan ^{*1}	Cases	68	92	64	57	52
	Hitachi, Ltd.		11	11	6	6	4
Occupational accident severity rate ^{*1}	Hitachi Group companies in Japan ^{*1}	—	0.18	0.17	0.11	0.03	0.00
Occupational accident frequency rate ^{*1}	Hitachi Group companies in Japan ^{*1}	—	0.18	0.25	0.2	0.17	0.17

Notes: Work-related accidents are defined as those involving injuries without lost workday or more from January to December each year.

*1 Hitachi Group figures for Japan, including Hitachi, Ltd., are for 200 Group companies in 2016, 201 in 2017, 188 in 2018, 169 in 2019, and 136 in 2020.

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Hitachi Group's Global Safety Figures (Occurrence Rate)

	Reporting Boundary	Unit	2016	2017	2018	2019	2020	
Hitachi Group's global safety figures (Occurrence rate) ¹	Hitachi Group	North America	27.65	24.33	27.96	20.76	18.98	
		Central and South America	2.33	1.62	0.44	0.57	2.12	
		Europe	10.7	10.82	6.08	4.78	3.09	
		India	2.07	1.44	1.44	1.63	1.07	
		China	1.59	1.53	1.46	1.17	1.12	
		Asia (excluding India and China)	5.43	4.41	3.34	2.63	1.55	
		Oceania	39.07	24.41	21.94	29.07	12.95	
		Africa	17.26	9.93	11.76	9.72	25.37	
		Overseas total	%	7.76	7.42	7.43	5.78	4.90
		Japan	%	1.57	1.85	1.64	1.53	1.34
Global total	%	3.95	4.22	4.2	3.45	2.89		

¹ The occurrence rate is the rate of workplace accidents per 1,000 directly contracted employees resulting in injuries without lost workday or more.
Notes: Reported statistics is from January to December every year.

Absence Rate

	Reporting Boundary	Unit	2016	2017	2018	2019	2020
Mental	Hitachi Group companies in Japan	%	0.56	0.60	0.64	0.65	0.62
Physical	Japan		0.24	0.26	0.24	0.25	0.22

Note: The percentage of employees taking sick leave for seven or more consecutive days or formally taking leave (number of employees taking sick leave per month/number of employees per month × 100)

Medical Exam and Screening Attendance Rates

	Reporting Boundary	Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General physical exam ¹	Hitachi Group companies in Japan	%	78.1	78.5	79.3	81.2	81.1
Breast cancer screening ²			50.0	51.1	53.2	56.3	56.6
Uterine cancer screening ³			35.3	35.6	37.1	38.7	39.1
Stomach cancer screening ⁴			78.4	80.7	80.6	82.7	82.2
Intestinal cancer screening ⁴			79.0	81.4	81.3	83.5	83.0
Lung cancer screening ⁵			93.2	92.9	93.2	95.8	96.8

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 For fiscal 2016 and 2017 it was men and women aged 50 and over, but from fiscal 2018 it was changed to men and women aged 35 and over.

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Responsible Procurement

CSR Procurement Activities Implementation Status

	Reporting Boundary	Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total for specified period
CSR monitoring (self-checks)			316	131	345	291	271	2,072* ¹
CSR audits 	Hitachi Group	Companies	20	18	24	19	27	176* ²
CSR Seminar for Suppliers			29	65	126	59	450	741* ³

*1 Total from fiscal 2011 to fiscal 2020.

*2 Total from fiscal 2012 to fiscal 2020.

*3 Total from fiscal 2015 to fiscal 2020.

Note: In fiscal 2020, CSR Seminar for Suppliers were held by webinar and e-learning instead of face-to-face.

Rate of Local Procurement of Materials for Main Regions

	Reporting Boundary	Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
China			64	78	88	90	98
Europe			83	70	81	78	77
Rest of Asia	Hitachi Group	%	64	71	71	71	80
Americas			69	57	66	69	70

Conflict Mineral Issue

	Reporting Boundary	Unit	2016	2017	2018	2019	2020
Number of surveys on conflict minerals conducted from customer requests* ⁴	Hitachi Group	Cases	—	1,422	1,874	1,645	—

*4 Disclosures began in 2017.

Note: Reported statistics is from January to December every year.

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Social Contribution Activities

Funding for Social Contribution Activities and Number of Participating Employees

		Reporting Boundary	Unit	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Funding for social contribution activities		Hitachi, Ltd. and the Hitachi Global Foundation		527	948	841	776	957
		Hitachi Group	Million Yen	1,953* ¹	2,195* ²	1,888* ³	1,833* ⁴	1,910* ⁵
	Of Hitachi Group funding, amount related to STEAM* ⁶	Hitachi Group		—	740	383	278	325
Breakdown of funding for social contribution activities* ⁷	Human development			—	44.8	49.3	40.6	44.5
	Environment			—	2.9	2.0	2.8	1.2
	Community support	Hitachi Group	%	—	34.6	20.5	26.0	10.8
	Other (number in parentheses: disaster relief)			—	17.7 (9.7)	28.2 (6.9)	30.6 (4.7)	43.5 (11.5)
Total employees participating		Hitachi Group	People	32,116	53,749	54,629	88,134	39,982

*1 Japan: Hitachi, Ltd., 134 Group companies, and the Hitachi Global Foundation.
Outside Japan: 159 companies

*2 Japan: Hitachi, Ltd., 141 Group companies and the Hitachi Global Foundation.
Outside Japan: 196 companies

*3 Japan: Hitachi, Ltd., 141 Group companies and the Hitachi Global Foundation.
Outside Japan: 152 companies

*4 Japan: Hitachi, Ltd., 153 Group companies, and the Hitachi Global Foundation.
Outside Japan: 234 Group companies

*5 Japan: Hitachi, Ltd., 119 Group companies and the Hitachi Global Foundation.
Outside Japan: 209 companies

*6 The collection of statistics began in fiscal 2017.

*7 The breaking down of disclosures into the current classifications began in fiscal 2017.