

Employee Survey Trend of Engagement

Target: Employees of Hitachi Construction Machinery domestic and overseas group companies
(indirect employees only)

Purpose: To grasp the actual state of organizational health, confirm the improvement effect of various measures, identify issues, and formulate measures.

Contents: Approx. 75 questions including corporate vision, communication, corporate culture, health & safety and well-being, diversity equity & inclusion, etc.

Evaluation method: Evaluate on a 5-point scale (strongly agree, agree, neither agree nor disagree, disagree, disagree at all) "Strongly agree, agree" was measured as a positive response.

Total(Global)

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 Target	Unit
Employee engagement	65.7	63.7	62.3	63.3	66.4	67.4	Positive response %
Data coverage (Response rate)	85.2	91.2	95.0	95.1	93.4	Over 80	%

Positive response rate by category

[%]

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 Target
Clarity of Direction	65.3	64.3	64.3	64.9	68.0	69.0
Senior Management Leadership	-	-	54.5	57.0	60.6	61.6
Manager Effectiveness	66.4	64.7	65.4	67.0	71.7	72.7
Empowerment	71.8	69.1	64.8	67.4	69.7	70.7
Pride in Company(eNPS)	74.2	68.7	69.9	70.1	72.3	73.3
Continuous Improvement	60.4	58.4	56.4	56.3	59.9	60.9
Teamwork	71.4	69.8	70.1	70.0	71.6	72.6
Recognition and Reward	61.5	59.3	58.4	58.9	62.8	63.8
Resources and Support	52.8	51.3	51.0	55.8	58.7	59.7
Development and Opportunities for Advancement	64.2	62.8	62.3	62.4	65.8	66.8
Health & Safety and Well-being	-	64.6	62.5	63.7	65.7	66.7
Engagement Index	67.5	67.4	68.6	68.9	71.1	72.1
Communication Index	66.0	64.3	61.2	62.2	65.9	66.9
MTMP Index	64.2	62.3	63.0	63.8	66.7	67.7
Growth Mindset Index	67.1	65.0	62.2	61.9	65.5	66.5
Culture Index	64.7	62.8	60.1	60.7	63.9	64.9
Diversity, Equity and Inclusion Index	-	65.8	64.0	64.1	66.6	67.6
Environmental Sustainability Index	-	-	71.1	71.4	74.0	75.0

Positive response rate by age

[%]

	FY2020	FY2021	FY2022	FY2023	FY2024
under 20	74.3	66.8	70.6	66.0	78.3
20 - 29	65.2	61.9	59.0	59.6	64.3
30 - 39	65.7	63.7	58.1	59.7	64.8
40 - 49	65.8	63.8	59.9	62.0	65.3
50 - 59	66.8	64.5	61.7	61.4	63.0
60 - 65	61.0	61.8	59.0	59.7	60.8
over 66	63.0	67.2	72.7	63.8	64.8

Positive response rate by gender

[%]

	FY2020	FY2021	FY2022	FY2023	FY2024
Male	66.2	63.8	62.5	63.8	66.7
Female	63.3	63.5	60.4	62.1	64.4