

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: 77 questions including corporate vision, communication, corporate culture, health and safety, diversity & 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)

	FY2017	FY2018	FY2019	FY2020	FY2021	Unit
Employee engagement	62.4	62.6	63.3	65.7	63.7	Positive response
Data coverage (Response rate)	69.9	66.3	79.7	85.2	91.2	%

Number of people by gender (respondents completed)

	FY2017	FY2018	FY2019	FY2020	FY2021
Male	7,384	7,476	8,762	9,834	10,542
Female	1,172	1,053	1,616	1,713	1,919

Positive response rate by gender

[%]

	FY2017	FY2018	FY2019	FY2020	FY2021
Male	63.4	63.7	63.9	66.2	63.8
Female	56.3	54.7	59.6	63.3	63.5

Positive response rate by area

[%]

	FY2017	FY2018	FY2019	FY2020	FY2021
Asia	72.4	71.3	72.1	77.9	79.5
China	75.1	77.8	80.1	82.8	84.7
Europe	-	-	-	-	68.1
Japan	54.2	53.7	55.2	57.4	53.3
Middle East /North Africa	78.2	79.8	64.9	74.7	77.5
North and Central America	72.7	69.0	67.8	75.6	73.8
Oceania	66.8	63.4	63.8	67.7	70.2
Russia / CIS	73.3	61.5	71.8	75.8	80.8
South Africa and Sub-Saharan Africa	70.1	56.4	59.3	64.6	64.4
South America	-	68.3	73.5	81.5	74.1
South Asia	79.1	82.7	85.3	85.6	81.3

Positive response rate by age

[%]

	FY2017	FY2018	FY2019	FY2020	FY2021
under 20	65.3	67.3	67.9	74.3	66.8
20 - 29	59.5	62.1	61.8	65.2	61.9
30 - 39	61.4	62.6	63.4	65.7	63.7
40 - 49	63.0	62.3	63.6	65.8	63.8
50 - 59	65.2	63.8	64.2	66.8	64.5
60 - 65	63.5	58.5	59.0	61.0	61.8
over 66	77.2	69.2	65.9	63.0	67.2