

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: 76 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)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
Employee engagement	62.4	62.6	63.3	65.7	63.7	62.3	Positive response %
Data coverage (Response rate)	69.9	66.3	79.7	85.2	91.2	95.0	%

Number of people by gender (respondents completed)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Male	7,384	7,476	8,762	9,834	10,542	10,698
Female	1,172	1,053	1,616	1,713	1,919	1,888

Positive response rate by gender [%]

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Male	63.4	63.7	63.9	66.2	63.8	62.5
Female	56.3	54.7	59.6	63.3	63.5	60.4

Positive response rate by area [%]

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Asia	72.4	71.3	72.1	77.9	79.5	52.4
China	75.1	77.8	80.1	82.8	84.7	66.4
Europe	-	-	-	-	68.1	71.8
Japan	54.2	53.7	55.2	57.4	53.3	73.5
Middle East /North Africa	78.2	79.8	64.9	74.7	77.5	84.1
North and Central America	72.7	69.0	67.8	75.6	73.8	77.6
Oceania	66.8	63.4	63.8	67.7	70.2	80.7
Russia / CIS	73.3	61.5	71.8	75.8	80.8	67.7
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	82.6
South Asia	79.1	82.7	85.3	85.6	81.3	64.7

Positive response rate by age [%]

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
under 20	65.3	67.3	67.9	74.3	66.8	70.6
20 - 29	59.5	62.1	61.8	65.2	61.9	59.0
30 - 39	61.4	62.6	63.4	65.7	63.7	58.1
40 - 49	63.0	62.3	63.6	65.8	63.8	59.9
50 - 59	65.2	63.8	64.2	66.8	64.5	61.7
60 - 65	63.5	58.5	59.0	61.0	61.8	59.0
over 66	77.2	69.2	65.9	63.0	67.2	72.7