

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)

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 Target	Unit
Employee engagement	63.3	65.7	63.7	62.3	63.3	64.3	Positive response %
Data coverage (Response rate)	79.7	85.2	91.2	95.0	95.1	-	%

Positive response rate by category

[%]

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 Target
Clarity of Direction	64.2	65.3	64.3	64.3	64.9	65.9
Senior Management Leadership	-	-	-	54.5	57.0	58.0
Manager Effectiveness	65.0	66.4	64.7	65.4	67.0	68.0
Empowerment	68.9	71.8	69.1	64.8	67.4	68.4
Pride in Company(eNPS)	70.6	74.2	68.7	69.9	70.1	71.1
Continuous Improvement	57.8	60.4	58.4	56.4	56.3	57.3
Teamwork	66.4	71.4	69.8	70.1	70.0	71.0
Recognition and Reward	53.0	61.5	59.3	58.4	58.9	59.9
Resources and Support	49.5	52.8	51.3	51.0	55.8	56.8
Development and Opportunities for Advancement	61.5	64.2	62.8	62.3	62.4	63.4
Health & Safety and Well-being	-	-	64.6	62.5	63.7	64.7
Engagement Index	65.8	67.5	67.4	68.6	68.9	69.9
Communication Index	63.8	66.0	64.3	61.2	62.2	63.2
MTMP Index	61.8	64.2	62.3	63.0	63.8	64.8
Growth Mindset Index	63.7	67.1	65.0	62.2	61.9	62.9
Culture Index	62.1	64.7	62.8	60.1	60.7	61.7
Diversity, Equity and Inclusion Index	-	-	65.8	64.0	64.1	65.1
Environmental Sustainability Index	-	-	-	71.1	71.4	72.4

Positive response rate by age

[%]

	FY2019	FY2020	FY2021	FY2022	FY2023
under 20	67.9	74.3	66.8	70.6	66.0
20 - 29	61.8	65.2	61.9	59.0	59.6
30 - 39	63.4	65.7	63.7	58.1	59.7
40 - 49	63.6	65.8	63.8	59.9	62.0
50 - 59	64.2	66.8	64.5	61.7	61.4
60 - 65	59.0	61.0	61.8	59.0	59.7
over 66	65.9	63.0	67.2	72.7	63.8

Positive response rate by gender

[%]

	FY2019	FY2020	FY2021	FY2022	FY2023
Male	63.9	66.2	63.8	62.5	63.8
Female	59.6	63.3	63.5	60.4	62.1