

## Social

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**Diversity, Equity and Inclusion**

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## Diversity, Equity and Inclusion

### Basic Concept

Hitachi believes that diversity, equity, and inclusion are sources of innovation and growth. We have a place for everyone, welcoming differences in background, age, gender, sexuality, family status, disability, race, nationality, ethnicity, and religion. We believe DEI is essential to understanding the marketplace, generating great ideas, and driving innovation that contributes to the advancement of society. We aim to be a company in which every person makes a positive contribution, treating everyone fairly and giving full consideration to individual differences. With a diverse workforce, broad experience, and an inclusive culture, we will meet our customers' needs and drive our company's sustainable growth.

Topic	Overview	Targets, KPIs, and Results
 <p>Diversity, Equity and Inclusion</p>	<p>We pursue DEI with global and regional perspectives under the leadership of the Chief Sustainability Officer based on our DEI policy and strategy. Specifically, we focus on and develop programs according to three common global DEI topics: 1. Gender 2. Culture 3. Generation. Additionally, with the aim to become a diverse and inclusive company, we established the Hitachi Global DEI Council to discuss specific activities concerning DEI strategy pursued by Group companies around the world and throughout our global operations. We have also established Regional DEI leaders in each region to promote DEI in ways that take into account individual regional characteristics and business strategies.</p>	<p><b>Ratio of Female and Non-Japanese Executive and Corporate Officers</b></p> <p>FY2030 Target: 30% (each)</p> <p>FY2022 Results: Female <b>11%</b> Non-Japanese <b>20%*</b><sup>1</sup></p>

\*1: Included assignment as of April 1, 2023

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## Diversity, Equity and Inclusion

### Approach to Diversity, Equity and Inclusion (DEI)

Approach

Policy

GRI 3-3

Hitachi aims to be a diverse and inclusive company in which every employee is welcome, treated equitably, and feels included.

Hitachi is committed to implementing DEI as a crucial driver to achieve sustainable business growth and create value for society by preserving planetary boundaries and improving people's wellbeing. Diversity is critical to unlock innovation, but diversity per se is not enough. To leverage diversity, we need to provide everyone access to the same opportunities through structural changes (Equity) and ensure an inclusive and safe environment where everyone feels accepted and valued, free to express their thoughts and to contribute (Inclusion). For this reason, Hitachi is committed to implementing a group strategy to drive actions across these three main focuses on both global and local levels.

#### Hitachi DEI Statement

Diversity, Equity and Inclusion is the Source of Innovation and Growth.

Hitachi has a place for everyone, welcoming differences in colleague backgrounds, age, gender, sexuality, family status, disability, race, nationality, ethnicity, and religion. We respect and value these and other differences because only through differences can we understand our markets, create better ideas and drive innovation which contributes to society.

At Hitachi we treat everyone fairly, recognizing differences to allow everyone to contribute.

With a diverse workforce, broad experience, and an inclusive culture we will meet customer needs and drive sustainable growth.

#### Diversity:

Diversity refers to the various differences that exist within individuals and groups.

In Hitachi, Diversity means that there is a place for everyone, regardless of background, age, gender, sexuality, family status, disability, race, nationality, ethnicity, religion and many other characteristics. We embrace and value all differences.

#### Equity:

Equity means fairness of treatment, making adjustments to account for imbalances.

In Hitachi, Equity means we treat everyone fairly. Treating people fairly is not the same as treating them the same. We recognize that each of us is different, and each of us needs different conditions to thrive. We put in place policies, tools and adaptations to allow everyone to access the same opportunities.


#### Inclusion:

Inclusion is a state in which the uniqueness of each person is recognized and each person contributes their best to the organization.

In Hitachi, Inclusion means that everyone feels respected, heard, and involved. For colleagues to feel included means being accepted, valued, comfortable to speak up, and encouraged to contribute. Inclusion implies an open, empathetic culture and attitude. Including the different voices and varied perspectives that diversity brings enables us to reach better decisions and unlock innovative ideas.

In September 2022, Hitachi established the Hitachi Global Diversity, Equity and Inclusion (DEI) Policy. In line with this policy, our initiatives to enhance Diversity, Equity and Inclusion (DEI) share these basic goals:

- Make Hitachi a truly global company, with talents from all over the world
- Enable Hitachi to better serve global customers, improve our footprint, and open new markets
- Drive innovation and creativity
- Support attraction and retention of talents
- Allow employees to feel more engaged and connected, to be a part of Group strategy, and to actively contribute

 [Hitachi Global Diversity, Equity and Inclusion \(DEI\) Policy](https://www.hitachi.com/sustainability/download/pdf/Global_DEI_policy_EN.pdf)  
[https://www.hitachi.com/sustainability/download/pdf/Global\\_DEI\\_policy\\_EN.pdf](https://www.hitachi.com/sustainability/download/pdf/Global_DEI_policy_EN.pdf)

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## Global DEI Strategy

### Strategy

In fiscal 2020, we conducted a gap data analysis. In connection with this analysis, we looked at external assessments and worked with business units (BUs), corporate functions, and group companies to review status and business strategies. Based on this analysis, we formulated our global DEI strategy for the medium to long-term, including:

- Moving from standalone initiatives focused mainly on gender equality to a holistic strategy embracing different dimensions of diversity
- Integrating DEI into the business strategy as driver for business growth with clear targets
- Creating a new global structure to coordinate and guide all different group entities on a clear direction, defining actions plans to support DEI development based on specific priorities
- Introducing initiatives to foster an inclusive culture

In fiscal 2022, to develop a robust approach to DEI and an inclusive culture as core driver for a sustainable business growth, Lorena Dellagiovanna was appointed Hitachi's Chief Sustainability Officer to address the wider sustainability agenda, leading and championing DEI as part of her sustainability work.

Diversity refers to all the different characteristics that distinguish people one from another. Some of these differences are immediately visible, but many more are intrapersonal—for instance thinking styles, personality type, and background experiences. Hitachi commits to tackle all dimensions of diversity; however, we identified topics that are common in every region and business.

### > Our Global DEI Topics

- 1. Gender:** More women across the business, especially within leadership roles
- 2. Culture:** A team which reflects the global nature of our company

**3. Generation:** Colleagues are recognized based on competence, not age

In line with the above global DEI topics, we set targets for BUs, corporate functions, and group companies. The procedure to define the targets included individual meeting where discussions focused on how DEI efforts can help to address issues and priorities in each business and regions, since Hitachi operates in a variety of industries and markets.

In addition, based on emerging business and regional priorities, the strategy embedded LGBTQIA+ and Disability serve as a core focus of our global activities.

We set actions in place not only to increase minority representation, but also to implement inclusive behavior and ensure equity across the group through the five pillars of implementation:

### > Five pillars of implementation

Five Pillars	Details
Leadership Commitment	<ul style="list-style-type: none"> <li>● Show President &amp; CEO and other senior leaderships' clear commitment to the DEI vision as driver for business growth</li> <li>● Set leaders as accountable for DEI progress, embracing and promoting inclusive leadership style</li> </ul>
Culture	<ul style="list-style-type: none"> <li>● Build an inclusive mindset and work environment to allow everyone to be/feel safe to be themselves, to contribute and enable innovation</li> </ul>
Recruitment	<ul style="list-style-type: none"> <li>● Attract and hire diverse people, scouting from different markets and sectors</li> <li>● Conduct diagnostic analysis and review recruiting channels and practice, monitoring the recruiting funnel</li> </ul>
Retention	<ul style="list-style-type: none"> <li>● Provide different benefits and support robust Employee Resource Groups (ERGs), driving culturally relevant programming</li> </ul>
Advancement	<ul style="list-style-type: none"> <li>● Identify diverse talents based on competency</li> <li>● Support diverse leaders and build a solid pool of diverse talents</li> </ul>

## Global DEI Management Structure

### Structure

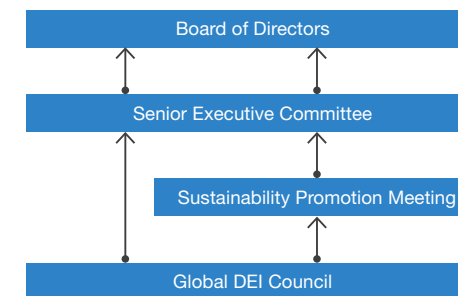
To achieve our goals, Hitachi created a global and regional structure to lead DEI initiatives.

From a global perspective, we discuss DEI topics both at the executive level and the implementation level to ensure a common and shared understanding and direction in terms of policies and initiatives. The mission of the Global DEI Council, including representatives from each business and region, is to align with the global DEI strategy and discuss implementation in partnership with the HR departments around the world. Material matters are reported to and deliberated in the Senior Executive Committee, and are reported to the Board of Directors when necessary.

Regional DEI leaders and teams based in six regions (America, EMEA, India, China, Southeast Asia, Japan) drive initiatives aligned to local needs and business strategies. The global DEI division supports the implementation of the group initiatives, implementing the DEI strategy to foster an inclusive culture and ensure equitable procedures and policies. The division implements a thorough set of DEI performance indicators.

To foster communication among all functions, BUs and group companies, the global DEI division facilitates working group sessions. These sessions involve all key internal stakeholders, and participants discuss specific DEI topics, share best practices, identify common issues, and find practical solutions.

### > Global DEI Management Structure



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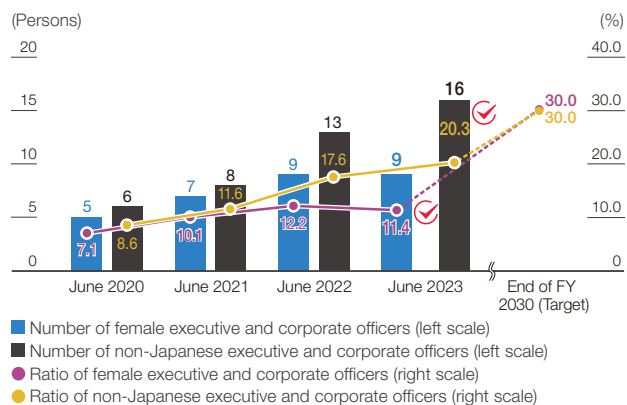
### Global DEI Targets

**Targets** **Materiality** GRI 405-1

We set greater management diversity as a global DEI target. Our KPI is the ratio of executive and corporate positions held by women and non-Japanese persons.

As of June 2023, 11.4% of executive and corporate officers were women and 20.3% of executive and corporate officers were non-Japanese persons. By fiscal 2030, our target is for 30% of our executive and corporate officers to be women and 30% to be non-Japanese persons.

#### ▶ Ratio of Female and Non-Japanese Executive and Corporate Officers (Hitachi, Ltd.)



### Fostering Inclusive Leadership

**Activities** **Training**

To foster inclusive leadership, in fiscal 2023, 84 Hitachi top executives on a global level have been invited to take part in an inclusive leadership program. Through an assessment, a feedback session, and interactive workshop, Hitachi leaders had the chance to reflect on their behavior, thinking process and aligning to inclusive leadership style that will support to drive business with diverse employees in complex business environment.

In addition, since fiscal 2021, DEI has been also included in training sessions targeting mid-management and future leaders such as GAP-L, GAP-K, Hitachi Group Executive Development Course and Hitachi Discovery Program.

■ P.072 Global Human Capital Management

We also created toolkits (among them, Inclusive Language and Inclusive Meeting Guidelines) to identify concrete actions that everyone can take to create an inclusive environment where everyone feels safe, welcomed and able to contribute.

To measure progress in inclusion, we included DEI in the Global Performance Management (GPM) to define competency as well as in Hitachi Insights, an annual survey to track DEI index scores.

■ P.076 Improving Employee Engagement

### Initiatives to Support Our Global DEI Topics

**Activities** GRI 405-1/405-2

The Hitachi businesses pursue a range of ongoing initiatives from the perspective of diversity, equity and inclusion. These initiatives champion the global topics and enable Hitachi to meet our global DEI Policy.

#### ▶ Global DEI Topic 1: Gender

Improving gender equity and inclusion means empowering women across our organization to access opportunities to fulfil their potential based on their will and competences, ensuring an inclusive environment and equitable processes. Starting with giving broader access to all roles through recruitment, we offer women opportunities to progress into leadership positions, providing them support to ensure a workplace where women can thrive. Our goal is that all women at Hitachi feel that they have a place, have a clear and distinctive voice, and enjoy the freedom to contribute to our innovation.

To encourage all employees to play an active role in this process, and recognizing that men are the majority group, we set specific activities to engage men in the conversation, explaining why support of gender inclusion is important, what men gain from gender inclusion, and how everyone can contribute to ensure an inclusive environment.

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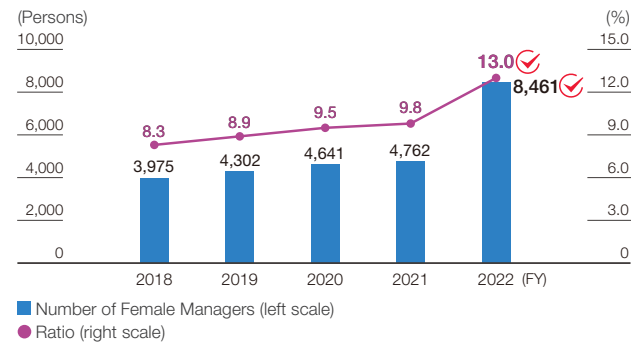
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### Ratio and Number of Female Managers (Hitachi Group)



Note: Based on the number of employees as of the end of March (includes employees seconded from Hitachi to other companies and employees on leave; excludes employees seconded to Hitachi from other companies). Approximately 20,000 manufacturing workers not registered in the employee database and approximately 8,000 employees of some newly consolidated companies are not included. Also, does not include subsidiaries with unregistered employees at certain grades (positions). The increase in the number and percentage of female managers over time reflects improved coverage of our human capital databases and changes in the number of consolidated companies.

### Gender Pay Gap

We determine employee compensation based on each individual's role and achievements, with no divisions or differences based on gender or age.

At Hitachi, Ltd., the gender pay gap (pay per women as a percentage of pay per men) in fiscal 2022 was 66.4%. There is no gender-based differences in the employee compensation system. The difference in per capita wages for men and women is mainly due to higher proportion of male at higher employee grades, including management positions, and higher proportion of female who work shorter hours. We will analyze not only the categories based on the Act on the Promotion of Women's Active Engagement in Professional Life, but also more detailed categories.

### Initiative on a Group Level

To foster an understanding of gender inclusion, why it is important for everyone and how everyone can contribute, Hitachi in partnership with Catalyst MARC (Men Advocating for a Real Change), a global NPO, has set a series of activities in 2023.

- Held a webinar open to all employees on a global level where we invited a speaker to explain why men should support gender inclusion and how they can be part of it.
- Held a workshop for managers, aiming for them to gain increased awareness of men's role as advocates of inclusion and gender equity, explore what actions individuals across genders can take to foster effective gender inclusion and build skills to communicate more courageously and inclusively across gender and other forms of difference.
- Launched an e-learning course accessible to all Hitachi employees, setting the basis for unpacking root causes and addressing systemic barriers to inclusion and equity by and for people of all genders—helping them to create personal connections to the work and its outcomes.

### Initiatives of Hitachi, Ltd.

In Hitachi, Ltd., we support women in thinking about their own career paths. A series of seminars is aimed at women with three to four years of experience at Hitachi, Ltd. and Group companies in Japan and gives them the opportunity to better understand their career and consider their future. The seminars includes lectures on the environment surrounding working women, panel discussions by women in senior roles, and discussions among participants. The seminars were held twice in fiscal 2022. In addition, Hitachi, Ltd. and several group companies in Japan offer opportunities for women employees to find role models through mentoring programs across businesses and the companies.

### Initiatives of Hitachi Energy

In Hitachi Energy, we identify accelerating the advancement of women as one of the pillars of Diversity 360, our diversity vision. We commit to increase the ratio of women in our global workforce from 19% to 25% and aim at 25% women in management and 40% women in early career hires by 2025, an increase supported by Female Acceleration efforts across tiers. Since 2022, the Diversity 360 Council has been chaired by the CEO and his direct leadership team (Executive Team) who takes a keen interest in the governance of well-defined KPIs and progress. A significant milestone in this respect is mapping Diversity 360 KPIs to the Annual Incentive Plan, positioned alongside our License to Operate and the section has 15% weightage.

The company also implements a Talent Development Program which includes mentoring for middle managers. To date, 59 women leaders have graduated this program. Hitachi Energy incorporates DEI into all policies related to the employee life cycle, such as equal pay, flexible working, and ERGs globally and locally. Among several structural changes implemented to build an equitable and inclusive environment:

- HEERA Gender Equity Council (a strategic council set up by the company with cross BU-function representation from across geographies who are senior leaders): 11 nationalities from 10 countries with a gender split of 11 women and 4 men
- Female Talent Development Plan (a holistic framework curated to strengthen pipeline of women in leadership): A total of 59 graduates from 4 cohorts with 51% of the graduates been promoted (37%) or has had a lateral career move (14%) in comparison with the time of appointment to this program.
- More than 10 ERGs focused on Gender Inclusion across geographies at local and region levels.
- Policies & Benefits are gender neutral, with periodic reviews for existing support (childcare support, elder care options, employee assistance centers, extended parental leave), equal pay analysis in the planning phase.

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### Initiatives of Hitachi Vantara

In Hitachi Vantara, we are committed to providing opportunities for the advancement of women in the technology sector and providing career development opportunities for existing employees and future candidates.

As part of our ongoing commitment to gender diversity and increasing our representation to 30% female by 2025, we are:

- Launching a pilot leadership program to raise the voices of high-potential women through a transformational TED (Technology Entertainment Design)-style speaking course.
- Running workshops and e-learning to inspire and equip men to leverage their unique opportunity to be advocates for change and raise awareness of bias and how to tackle it.
- Co-creating an allyship program with external experts led by our Women of Hitachi ERG, with input from our Rainbow Connection (LGBTQIA+) ERG to include an intersectional lens on gender.
- Providing career development opportunities to our ERG leaders/members through a mix of internal discussion and externally facilitated training.
- Investing in programming for girls studying STEAM partnering with an external company.

### Initiatives for LGBTQIA+

Since April 2020, many Hitachi Group companies in Japan have treated an employee's same-sex partner as a family member. As a result, employees with same-sex partners are eligible for the same benefits as those with opposite-sex partners, such as family nursing leave and childcare and work-life balance support.

In June 2023, Hitachi set a worldwide campaign to increase awareness on LGBTQIA+ topics, share practical examples of inclusion and foster allyship. For the first time, the Hitachi logo reflected the colors of the progress flag to express our support for the LGBTQIA+ community. Among the activities, we organized in-person and online events, inviting external speakers, ERGs members and executives to share their experiences and engagement with the topics. We created a LGBTQIA+ guidebook to increase awareness about the community, promote inclusive behavior, and share with managers and HR colleagues best practices to ensure structural equity and inclusion.

In 2022, Hitachi Vantara scored a 100 on the Human Rights Campaign's Corporate Equality Index, a national benchmarking tool on corporate policies, practices, and benefits for the LGBTQ+ community. This score was a result of the change to supplier selection, where Hitachi Vantara partners with diverse suppliers with minority, women, LGBTQ+ or person-with-disability owners. In April 2023 the company signed the Human Rights Campaign Business Statement to show we stand against anti-LGBTQ+ legislation.

Established in 2021, the Rainbow Connection ERG continues working to create a safe environment for LGBTQIA+ employees and support the engagement and actions on a global and regional level identifying regional leaders and allies. We also have LGBTQIA+ healthcare concierge services and DEI global

compliance training, launched a reverse mentorship program, delivered a transition handbook and updated our HR systems to allow optional reporting of pronouns and gender identity.

### Initiatives of Hitachi Solutions

For four consecutive years, Hitachi Solutions in Japan received the *PRIDE Index Gold* recognition, the first Japanese evaluation index for workplace initiatives related to LGBTQ+ established in 2016. Hitachi Solutions initiatives include forming a community of allies to participate in workshops and events and establishing a same-sex partner policy, which allows an employee's same-sex partner to be treated the same way as a spouse and receive the same benefits.

### Initiatives of GlobalLogic

In 2022, GlobalLogic expanded the Women Influencers Program, an exclusive women's development program nurturing our next senior leaders. The Women Influencers Program prepares high-performing women in senior management for more strategic roles and responsibilities within the organization. This program equips women leaders with the relevant learning tools, mentoring, and coaching to fast-track their career development.

The first cohort produced 60% role elevations and more than 40% role enhancements and increased the participation of women in the decision-making layers. Two additional cohorts graduated in 2022, and there are plans to establish the Women Influencers as a permanent leadership development program, producing our next generations of women leaders.

### > Global DEI Topic 2: Culture

Being culturally diverse is about creating a team which reflects the global nature of our company. Hitachi has grown into a global innovation business from Japanese roots, and our aspiration is to see the global and diverse nature of our business portfolio reflected in our people—particularly at the decision-making levels—supported by an inclusive culture.

By providing the opportunity for more individuals from

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different nationalities to progress into leadership, we create opportunities for Hitachi to access new markets and sustain our global growth.

For example, we are involved in group-wide initiatives that include Global talent management and Future Leaders development to improve diversity and equal opportunity among employees from various cultural backgrounds, as well as eliminate discrimination.

On a leadership level, Hitachi started a Global Leadership Development program in 2012 to identify global talents and future leaders from an inclusive perspective.

From a structural perspective, in 2022 we launched a pilot project of Global mobility cross business in Europe.

### Initiatives of Hitachi Vantara

To celebrate diversity in the workplace, in Hitachi Vantara we leverage spotlight months, such as Black History and Hispanic Heritage month, to invite employees to share stories of their heritage and culture. We have also recently launched The BERG, our black and African American ERG. The company also shares religious and holiday observance messages globally to show respect for cultural diversity. In addition, Hitachi Vantara leadership teams continue to participate in intercultural training courses to strengthen an understanding of cultures around the world.

### > Global DEI Topic 3: Generation

Technology and society change quickly, and the voice of younger colleagues is essential in Hitachi's approach to innovation. We seek to attract young people to our workplaces and ensure they contribute to our thinking, while also being sure to foster positive collaboration and dialogue among different generations. We recognize the value that all individuals can bring, and so we strive to recognize colleagues based on competence, rather than age.

### Initiatives of Hitachi Energy

Hitachi Energy leverages the Collaborative Learning Framework (Mentoring + Coaching + Collaborative Learning Circle) to bridge the generational gap. Two specific tools under the Global Mentoring Framework are Reverse Mentoring and Leadership Mentoring.

### Initiatives of Hitachi High-Tech

To support our talents, in Hitachi High-Tech America we set an Employee Mentorship Program (EMPower). This program aligns with the company's goal to develop individuals within the organization with the skills and knowledge to achieve personal and professional growth. The diverse professional mentor-mentee relationships ensure a closer collaboration and engagement, and allow the company to provide a better service to the customers, ensure client satisfaction, and strengthen long-term relationships.

## Expanding Employment of People with Disabilities

Approach

Activities

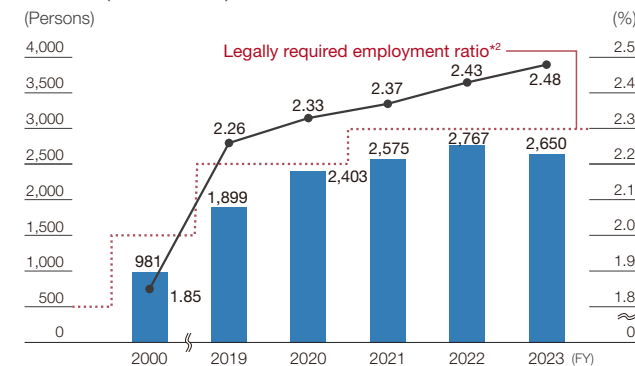
GRI 405-1

Hitachi Group joined The Valuable 500, a global CEO community launched at the World Economic Forum to implement the inclusion of people with disabilities by providing business leadership and other opportunities. By joining this worldwide movement, Hitachi seeks to accelerate the inclusion of people with disabilities internally and externally.

### Initiatives of Hitachi, Ltd.

Hitachi, Ltd. and Hitachi Group companies in Japan recruit people with disabilities via online recruiting fairs and by partnering with special subsidiaries. As of June 2023, the employment ratio of people with disabilities was 2.48% at Hitachi, Ltd. and 2.55% for the entire Group in Japan. These figures exceed Japan's legally required employment ratio of 2.3%.

### ● Employment of People with Disabilities and Employment Ratio (Hitachi, Ltd.)\*1



■ Employment of people with disabilities (left scale)

● Employment ratio (right scale)

Note: Data compiled on June 1 of each fiscal year. The employment ratio is calculated according to methods prescribed in the relevant laws.

\*1 Includes special subsidiaries and related Group companies. (One special subsidiary and 21 related Group companies in June 2023. Figures include Hitachi, Ltd.)

\*2 The legally required employment rate was 1.8% through fiscal 2012, increased to 2.0% between fiscal 2013 and fiscal 2017, rose to 2.2% in fiscal 2018, and rose again to 2.3% in fiscal 2021.

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To increase the understanding of the gap to be filled in to ensure equal opportunity for employees with disabilities in the company, Hitachi took part in the Generation Valuable program launched in December 2023 by The Valuable 500, which involve an employee with disability and executives in a direct dialogue.

Hitachi, Ltd. also implemented Working Together with People with Disabilities, an e-learning course introducing non-discriminative policies and accommodations designed for people with disabilities. Approximately 168,000 employees have attended the course across Group companies in Japan (Approximately 95% attendance rate).

In addition, Hitachi You and I, a special subsidiary, created the Recruitment Retention Support Division. The division supports the long term employment of people with disabilities and seeks to create a work environment where employees enjoy high job satisfaction.

### Initiatives of Hitachi Energy

Hitachi Energy ensures disability inclusion in the HR processes and policies within the Group. This approach includes equal employment opportunity policies, induction programs for onboarding, and buddy programs as part of retention and support. The business is also making its website more accessible, and will continue to improve the application process for people with disabilities.

### Initiatives of GlobalLogic

Since 2016, GlobalLogic has significantly invested in creating as diverse a workforce as possible. In India, where more than 50 percent of its employees are, the company has implemented structural changes in outreach, recruitment, training, and workplace accommodations to augment its non-traditional workforce. Their workforce of people with disabilities has grown fivefold over the last seven years. It has earned the recognition of Emerging Employer by ASSOCHAM and Sarthak NAAI (National Ability Association of India) for empowering the lives of persons with disabilities.

### Efforts to implement an understanding of DEI

#### Training

Hitachi Group is working on initiatives to enhance employee understanding of DEI.

### Initiatives of Hitachi Rail

In 2022, Hitachi Rail launched “building an inclusive culture” digital journey open to all employees offering e-learning and webinars on unconscious bias, cultural awareness, inclusive behaviour, psychological safety and disability inclusion. Digital content continues to be added, to support employees in their learning. While workshops have also been piloted to deepen understanding further.

### Initiatives of GlobalLogic

GlobalLogic initiated the Regional Accelerator Network to scale its DEI ambitions. Each of the four regions created on-the-ground teams to operationalize the company’s DEI goals of Elevate Diversity, Embrace Equity, and Enrich Inclusion. Under the guidance of the DEI Executive Council, these cross-functional teams facilitate local activities tailored to each region’s unique needs. One of the key priorities for this fiscal year is fostering the creation of GlobalLogic’s first official Employee Resource Groups.

### Initiatives of Hitachi High-Tech

Hitachi High-Tech hosts the Hitachi High-Tech WAY, a series of inclusive gatherings consisting of 25 town hall meetings per year involving a total of 4,000 people. These meetings provide an opportunity for all employees to speak up about any work or nonwork matters in an environment with guaranteed psychological safety.

The business recognizes the links between DEI and innovation and works to address Workstyle Improvement, Diversity & Inclusion Acceleration, People Development, Women at Hitachi, and Employee Mentorship at a global level.