Leadership Empowerment Diverse perspectives

Developing and Empowering Diverse Talent



- Talent acquisition and development
- Individual leadership
- Employee engagement
- Fostering culture
- Inclusive workplaces and growth opportunities

It will be crucial to continuously provide creative and innovative value to customers and society in order to succeed against competition in the global market while realizing sustainable growth.
The Hitachi High-Tech Group regards the talent that delivers our value as one of our most important management resources, and we are committed to fostering a culture that respects diversity and to building systems and environments that enable every employee to fully achieve their potential.
We also aim to foster reform-minded human resources who are able to create continuous innovation.

Special contents

“Contemporary Master Craftsman” × Next-Generation Leader

Turning master craftsmanship into strength for people and the organization

—Passing on the “Power of Knowledge” that supports electron microscope manufacturing—

For many years, Hitachi High-Tech’s electron microscopes have visualized the invisible microscopic world across a wide range of fields—from cutting-edge R&D and semiconductor manufacturing to healthcare—contributing to the sustained development of science and industry. In addition to observation and analysis, electron microscopes also serve as Digitalized Assets that create new value by utilizing accumulated data through HMAX.
At the Hitachi High-Tech Group, guided by the principle that “people are a company’s greatest asset,” we also work to develop talent who can think independently and drive improvements, passing advanced expertise and judgment cultivated at manufacturing sites on to the next generation.
This time, we spoke with Mr. Watahiki, who has long been involved in electron microscope manufacturing and was selected as an “Outstanding Technician (commonly known as a Contemporary Master Craftsman)” in FY2025, and Mr. Yamana, who now leads a team and is responsible for developing talent.



We spoke with the two people involved in talent development!

—What are your responsibilities?

Watahiki: I am responsible for assembling and adjusting TEMs (Transmission Electron Microscopes). I currently work as a Senior Technician, helping improve skills across the entire workplace by raising production efficiency, ensuring quality, and providing guidance to procurement partners.

Yamana: Since joining the company in 2015, I have been involved in the assembly and adjustment of TEMs. I now lead the assembly team and, in addition to production and installation work, I am responsible for work process improvements and training junior staff. The roughly two years of direct instruction I received from Mr. Watahiki formed the foundation of my skills as a technician. Even after more than 10 years of experience, I still feel there is much more to learn about electron microscopy.



—What is most important in talent development?

Watahiki: With large TEMs, it is rare for every step of the work to proceed smoothly from the outset. When developing junior staff, I emphasize not just memorizing prescribed procedures but understanding why each task is necessary and learning to think for themselves.

Yamana: When equipment does not meet the target specifications, adjustment work alone may not solve the problem. We need to broaden our perspective to the entire system—including circuit boards and mechanical components—and identify the cause. Rather than only looking at the image on the screen, we sometimes have to listen carefully and draw on all five senses and our experience to think through what may be causing the problem.

Watahiki: What we want to develop is not simply the ability to perform tasks, but the “Power of Knowledge”—the ability to understand the essence of an issue and grasp the context behind a challenge. By developing this “Power of Knowledge,” people can form their own hypotheses and respond even when they encounter unexpected issues.

—What is your My PLEDGES commitment?



Watahiki: My PLEDGES commitment is “Strengthening on-site capabilities by passing skills and passion on to the next generation.” I want to further strengthen our on-site capabilities by passing skills and passion to the next generation and enabling every individual to contribute to quality improvement and continuous improvement activities.

Yamana: My PLEDGES commitment is “Exercising leadership to strengthen the production floor.” I believe my role as a leader is to improve my own skills by taking on new challenges and pass that experience on to younger colleagues. I build trust through everyday conversations about not only work but also our personal lives, aiming to create a strong team in which everyone can perform at their best.

Recognizing people themselves as one of the assets of a company—enhancing each individual's value

The Hitachi High-Tech Group regards people themselves as one of the assets of a company and we believe that improving the value of each and every individual as a human resource leads directly to sustainable value creation throughout the Group. Based on this view, we will continue to provide career development support that emphasizes the meaning, significance, and values of work for each employee. We will also continue to accelerate the early development of human resources who can thrive globally and to cultivate human resources who can demonstrate the highest level of skills in manufacturing. At the same time, we will help all employees become capable of making full use of generative AI and digital technology to improve productivity and create new value as we proceed with our human resource development. We also strive to foster a corporate culture and create an environment in which all employees can demonstrate their abilities and creativity to the greatest degree possible.

Key initiatives



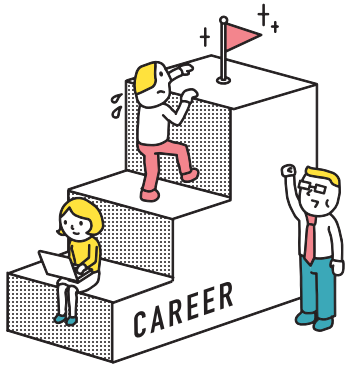
Cultivating Personnel with a Global Outlook

To accelerate the early development of human resources capable of handling business from a global perspective, we actively promote overseas assignments for young employees. We conduct overseas training using one-year overseas training programs and company-sponsored study abroad programs. We have also established common foundational education for national staff working at overseas bases, further enhancing efforts to develop global human resources.



Cultivating Skilled Manufacturing Personnel

Our high-tech products, such as semiconductor inspection equipment and analytical systems, are supported by the constant development of cutting-edge technology and the highest level of skill to turn it into products.
At Hitachi High-Tech, we actively foster skilled workers, and as a part of this, we have long participated in the National Skills Competition and the National Abilympics held annually. Over the years, including international competitions, we have produced many medalists. We will continue to develop human resources who can demonstrate the highest level of skills across a wide range of occupations.



Career development support

Hitachi High-Tech provides career development support that emphasizes the meaning, significance, and values of work for each employee, helping employees shape their careers on their own terms. Specifically, we offer career development training by age group, counseling by career counselors, and individual consultations at the in-house Career Consultation Office. Additionally, we have introduced systems for short working hours for career development approved by the Company, as well as leave systems for study abroad, self-development, and volunteering. We also hold "1on1" and "Will-Can-Must" interviews, in which managers discuss their team members' career goals and support their growth and progress toward those goals. In addition, we provide all employees with an online learning environment where they can acquire the latest knowledge and skills. Through these initiatives, we support each employee in taking ownership of their career development.

Pick up voice

Voices from overseas trainees

Hitachi High-Tech is developing global human resources through overseas training assignments, study abroad programs, and other opportunities. Here, we share the experiences of an employee who trained at Hitachi High-Tech Europe and an employee who studied at the Colorado School of Mines.



Mr. Ichihara
Sustainability Management Dept.

Hitachi High-Tech Europe head office (Germany)

Thinking more deeply about my role

I am based in Düsseldorf, Germany, where my work includes monitoring environmental regulations and drafting sustainability disclosures. My language skills are not perfect, but I focus more on getting my message across than on getting every word right. Since coming to Germany, I have started thinking more deeply about the purpose of each meeting and my role before taking part. I am truly grateful for the opportunity to train overseas.



Mr. Tajima
Process System Design Dept.

Colorado School of Mines (U.S.)

Taking initiative instead of striving for perfection

I went to the U.S. through an advanced technology exchange program to deepen my understanding of the fundamental phenomena involved in etching. At first, I struggled with the English spoken locally and the high cost of living. However, I made friends from many countries through an English class at a church and learned that taking initiative matters more than being perfect. Back in Japan, I hope to apply what I learned in the U.S. to my work, maintain my relationship with the laboratory, and build on that experience to publish research papers.

Case Study

Working in a way that suits you at every stage of life

Support for balancing work and family

At Hitachi High-Tech, we are developing and promoting support systems, mindful of legal reforms, so that employees involved in childcare or caregiving can balance work and family with peace of mind. We have expanded eligibility for working from home, satellite office work, and spot remote work to all employees. Under the flextime system, employees can choose their working hours autonomously and can even have three days off a week by setting a non-working day. We are promoting "hybrid work," which gives employees greater flexibility in where and when they work.

We are also promoting the "Full Support for Childcare Project" so that employees welcoming a child can take childcare leave for their desired period with peace of mind. By making these systems easier to use, we aim to create an environment where everyone can continue working in a way that suits them, regardless of life-stage changes such as childcare or caregiving responsibilities.

Support system for balancing work and childcare

Pregnancy	Pre-Dad and Pre-Mom Seminar Leave for infertility treatment (up to 1 year) Pre-Childcare Leave and Return-to-Work Support Seminar	Childcare Future Concierge	Hitachi High-Tech Childcare Support Website
	Prenatal medical appointment leave Pregnancy disability leave, etc.		
Childbirth	Maternity leave Spousal maternity leave		
Childcare leave	Childcare leave		
Return to workplace	Leave for nursing a child, etc. Shortened working hours Financial support for balancing childcare and work Childcare and caregiving support allowance, etc.		

Support system for balancing work and caregiving

Information provision
Establishment of a caregiving concierge (consultation desk) Work-caregiving balance seminar Distribution of handbook to support work-caregiving management
Financial support
Childcare/caregiving support allowance, work-caregiving balance financial support, work-caregiving system building support incentive
Leave system
Caregiving leave, annual caregiving leave

Flexible working system

- Flextime system
- Annual leave taken by the hour
- Satellite office work
- Spot remote work
- Efforts to eliminate transfer without family, etc.

Pick up voice

A mother of two shares her experience

Childbirth, childcare, work, and career—finding a balance without giving any of them up



Ms. Sugiyama
Corporate Strategy Dept.

While working in the Design Dept., I was appointed Senior Engineer during my first pregnancy. I was delighted, but I also worried that taking maternity and childcare leave would burden everyone around me. My colleagues said to me, "We'll take care of the work. Focus on having your baby!" I felt truly encouraged.

After giving birth, I wanted to establish a routine that balances work and childcare as soon as possible, so I returned to work two months after the birth. At the time, my supervisor said to me, "It's natural to rethink the way you work after having a child. Just find a way of working that suits you." Those words have stayed with me. I was also advised to develop my team members and raise the capabilities of the entire team so that fewer tasks will depend on me alone. Since then, I have made teamwork a priority in how we get things done.

I am now raising two children while working as a Manager in the Corporate Strategy Dept., making use of working from home and flextime. Having and raising children matters to me, but I would feel sad if that meant giving up my career. This workplace lets me value both and work in a way that suits me. For me, it is the best place to fulfill my potential.

A day in my life

04:30	Wake up, eat breakfast, pack lunches, and prep dinner
06:30	Wake up my children and husband
08:00	Daycare drop-off
08:30	Arrive at work and work in the office
13:30	Get a call from daycare saying my child has thrown up. Take hourly paid leave and go to daycare
14:30	Put my child to bed at home and start working from home
17:30	Finish work. Take my child to the hospital
19:00	Return home. Have dinner with my family
20:00	Bath time
21:00	Put my children to bed
22:00	Go to bed

A father of one shares his experience

"Enjoy parenting!" Those words gave me confidence



Mr. Sato
Metrology Systems Control-System Design Dept.

As soon as we learned that my wife was pregnant, I began preparing for the birth and for parenting. Several male colleagues around me had taken childcare leave, and they gave me advice on things like how long to take off and what preparations to make. Hearing their experiences helped me understand both the challenges and the joy of childbirth. I felt that I would do everything except breastfeeding!

I took two months of childcare leave, but because it coincided with the busiest stage of development, I felt guilty about being away. My manager and colleagues helped ease those feelings. I told my supervisor that my wife was pregnant. "Congratulations! When would you like to start your leave?" was the immediate response. My supervisor also helped me plan the handover. "Enjoy parenting!" my teammates said, sending me off with smiles. Thanks to their support, I could focus on the birth of our first child and on parenting without worrying about work.

Newborns grow every day. Watching that growth up close brought moments of joy, panic, and laughter. That time was irreplaceable. After returning to work, I put childcare at the center of my routine, working more efficiently and keeping overtime to a minimum. It was difficult to adjust at first, but I now find it very fulfilling.

A day in my life

06:00	Wake up
07:00	Give my child breakfast. Get ready for daycare
08:30	Arrive at work and work in the office
18:00	Leave the office
19:00	Have dinner with my child
20:00	Take a bath with my child
21:00	Work from home
22:00	Time to relax
23:00	Go to bed

Case Study

Turning differences into strengths and creating an environment where everyone can thrive

The business environment is changing at an ever-faster pace in the global markets where the Hitachi High-Tech Group operates. To stay competitive, we must continue to deliver creative, innovative value to customers and society through ongoing innovation. The Hitachi High-Tech Group places diversity management at the core of its business to harness diverse perspectives and values and energize the organization. With the commitment of top management, we are pursuing this as a key initiative for growth. We respect diversity in gender, age, nationality and ethnicity, sexual orientation (LGBTQIA+), disabilities, and neurodiversity*1, and actively foster a culture and enhance systems that enable every employee to fully demonstrate their abilities. We also collaborate with Group companies in Japan and overseas to promote diversity through a unified, global Group-wide effort.

*1 Neurodiversity (neurological diversity) is a concept created from the combination of the words "Neuro" (brain, nerve) and "Diversity", and refers to the idea of respecting and valuing differences in individual characteristics arising from the brain and nerves as diversity, and seeking to utilize these differences within society. In particular, the concept views traits associated with developmental disorders—such as autism spectrum disorder, attention-deficit/hyperactivity disorder, and learning disabilities—not as a lack of ability or a question of superiority or inferiority, but as "natural and normal variations in the human genome."
Source: "Promoting Neurodiversity" (METI/Ministry of Economy, Trade and Industry)

Efforts to promote understanding of LGBTQIA+

We are raising employee awareness by distributing practical guides to create an LGBTQIA+-friendly workplace and encouraging participation in various seminars. Employees from the Company also participated in Tokyo Pride*2, held in June 2026.

*2 One of Asia's largest events aiming to solve various human rights issues with a focus on LGBTQ+



Pick up voice

Interview with Juri Hashimoto of the Deaf Basketball Women's Japan National Team

Drawing Strength from Trust and Continuing to Take On Challenges in My Own Way



Ms. Hashimoto
Manufacturing Dept.,
Monozukuri DX Group,
Hitachi High-Tech Kyushu Corporation

At the Tokyo 2025 Deaflympics, the Deaf Basketball Women's Japan National Team won its first-ever gold medal. One of the players behind this achievement was Juri Hashimoto, a member of the Naka Human Resources and General Affairs Division who is currently seconded to Hitachi High-Tech Kyushu Corporation. Born with a hearing impairment, she has excelled as a shooting guard in Japan and overseas. She continues to compete while working at Hitachi High-Tech Kyushu Corporation. We spoke with Hashimoto about how they continue to challenge themselves and pursue their own path while balancing work and competitive sports.

I started playing basketball in third grade after a friend invited me to join, and I continued competing in the same environment as hearing players through high school. When I started playing deaf basketball at university, I was delighted to be able to play while communicating in sign language with teammates who also had hearing impairments, and I kept making new discoveries. Even when instructions could not be communicated instantly, we kept discussing them through sign language, eye contact, and signals, building trust along the way. In both sports and work, I make a point of seeing challenges not as reasons I cannot do something, but as opportunities to find creative solutions.



Ms. Hashimoto at work

I currently work in an administrative role in the Manufacturing Dept. at Hitachi High-Tech Kyushu Corporation, supporting manufacturing by arranging parts and materials and checking inventory. When hearing is difficult, such as in meetings or on phone calls, I find approaches that work for me, including communicating in writing, using text-based apps, and asking for meeting materials to be shared in advance. Support is also in place, including sign language interpreters for in-house training. Some colleagues even ask me to teach them sign language, which I really appreciate. Balancing work and sports is not easy, but I feel they have something in common: trust, communication, and fulfilling your role all contribute to the strength of the team.

To me, a society where everyone can shine is one where we recognize and respect one another as individuals, regardless of our ability to hear, rather than assuming that not being able to hear means not being able to do something. I think it is important to create an environment where different forms of communication—sign language, gestures, text, and captions—are used as a matter of course, and everyone can demonstrate their abilities. I hope others with hearing impairments will keep pursuing what they love without giving up. Rather than trying to handle everything alone, I hope they will accept support from those around them and keep moving toward their dreams and goals.



The moment she sank a three-pointer without hesitation

Looking ahead, I want to build on my experience at the Tokyo 2025 Deaflympics, contribute to the team as a key player at the international competitions in 2027 and 2029 and at the next Deaflympics, aiming to win consecutive titles. My goal is to sharpen my shooting and decision-making skills and become a role model for younger players. At work, too, I want to improve my planning and concentration so that others see me as someone they can rely on.

With the teammates who fought together every step of the way

