

Performance Objectives

Non-financial Summary

Material issues	Theme	Index	Scope of data	Results					
				2017	2018	2019	2020		
Governance – Principled Corporate Management –									
Corporate governance	Corporate governance	Average attendance rate of outside directors	Board of Directors meetings (%)	IHI	95.3	98.6	98.1	96.8	
		Average attendance rate of outside Audit & Supervisory Board Members	Board of Directors meetings (%)	IHI	96.0	92.6	100.0	100.0	
			Audit & Supervisory Board meetings (%)	IHI	100.0	100.0	100.0	100.0	
Compliance	Legal compliance	Number of law violations / Number of guidance cases	Competition laws	IHI and consolidated subsidiaries	0	0	0	0	
			Anticorruption laws	IHI and consolidated subsidiaries	0	0	0	0	
			Laws/regulations relating to PR activities	IHI and consolidated subsidiaries	0	0	0	0	
		Expenditure to organizations	Political organizations (Millions of yen)	IHI	10	10	10	10	
			Economic organizations (Millions of yen)	IHI	42	48	56	57	
			Other major industry organizations (Millions of yen)	IHI	55	101	120	122	
		Number of Compliance Hotline reports		*1		209	238	239	202
		Number of compliance training participants	Officer training	IHI and subsidiary companies in Japan		50	47	–	–
			Line Manager Training	IHI and subsidiary companies in Japan		83	75	72	–
			Quality & Compliance Training (Japan)	IHI and subsidiary companies in Japan		–	–	27,866	24,085
			Quality & Compliance Training (Overseas)	Subsidiary companies overseas		–	–	1,774	3,261
e-Learning (Japan)	IHI and subsidiary companies in Japan		18,020	18,234	18,164	20,169			
e-Learning (Overseas)	Subsidiary companies overseas		1,261	1,126	1,214	–			
Innovation management	Intellectual property protection	Patents held by region	Patents in Japan	IHI	3,915	4,120	4,150	3,868	
			Patents overseas	IHI	2,598	3,047	3,502	3,808	
Information security	Information security measures	Information security measures level evaluation (out of five) (score)		IHI and consolidated subsidiaries	3.0	2.9	3.2	3.4	

*1 IHI, affiliated companies in Japan, and some affiliated companies overseas (USA and Brazil) in 2017. IHI, affiliated companies in Japan, and some affiliated companies overseas (USA, Brazil, Asia Pacific, China, and Korea) in 2018, 2019 and 2020.

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Society – Materialize an Affluent Society –								
Human resource management	Number of employees	Consolidated number of employees	IHI and consolidated subsidiaries	29,706	29,286	28,964	29,149	
		Number of employees (IHI)	IHI	8,256	8,011	7,741	7,796	
			Male	IHI	7,245	6,994	6,730	6,766
			Female	IHI	1,011	1,017	1,011	1,030
	Average years of service	Ratio of female employees (%)	IHI	12.2	12.7	13.1	13.2	
		All employees	IHI	14.8	14.9	15.8	15.1	
			Male	IHI	15.1	15.1	16.0	15.3
	Turnover rate	Female	IHI	12.5	13.2	14.5	14.2	
		Total turnover rate	IHI	4.0	4.3	3.5	2.9	
			Rate of retirement due to personal reasons (%)	IHI	2.0	2.0	2.0	1.1
	Employee-awareness surveys	Turnover rate within 3 years of joining the company (%)	IHI	5.7	7.4	6.8	4.3	
		Ratio of answered employee-awareness surveys (%)	IHI and affiliated companies	90.9	91.7	91.4	88.0	
Diversity and inclusion	Employment	Number of new graduate recruitment	IHI, University graduates	245	158	153	194	
		Number of mid-career employment	Male	IHI, University graduates	210	138	123	162
			Female	IHI, University graduates	35	20	30	32
			Female recruitment rate (%)	IHI, University graduates	14.3	12.7	19.6	16.5
	Gender diversity	Recruitment ratio of people with disabilities (%)	IHI	2.03	2.21	2.39	2.35	
		Re-employment rate of employees at retirement age (%)	IHI	87	84	81	81	
		Number of employees from abroad	IHI	86	89	81	82	
		Local managers at overseas sites	China, Singapore, and United States	23	22	23	22	
		Number of female officers	IHI	3	4	3	3	
			Ratio of female officers (%)	IHI	16	24	19	18
			Number of female managers	IHI	68	74	83	92
	Ratio of female managers (%)			IHI	2.6	2.8	3.0	3.4
	Ratio of female general managers (%)			IHI	0.8	0.8	0.8	0.8
Ratio of female section managers (%)	IHI	1.8		2.0	2.2	2.5		

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Diversity and inclusion	Work-life balance	Employees with reduced work hours		IHI	159	158	161	139	
		Employees who have taken childcare leave		IHI	677	689	779	768	
		Employees who have taken parental leave		IHI	100	118	131	137	
		Percentage of employees who return to work after parental leave (%)		IHI	100	100	99.2	100	
		Employees who have taken nursing care leave		IHI	18	6	7	2	
		Average annual paid vacation days taken		IHI	17.63	18.36	19.40	18.73	
		Monthly average overtime (hours)		IHI	22.90	22.50	21.10	13.00	
	Human resource development	Stratified training	Participants		IHI and affiliated companies in Japan	2,900	3,300	3,276	1,882
			Training hours		IHI and affiliated companies in Japan	101,000	112,000	106,208	34,672
		Open lectures	Participants		IHI and affiliated companies in Japan	5,800	6,200	3,343	1,948
			Training hours		IHI and affiliated companies in Japan	44,000	47,000	25,073	16,358
		Average annual training hours per employee		IHI and affiliated companies in Japan		16.7	16.7	19.8	13.3
		Employees certified as master artisans		IHI		42	37	41	39
	Labor-management partnership	Employee union membership rate (%)		IHI and 7 labor unions of consolidated subsidiaries		74	73	73	72
		Number of labor complaints received		IHI		0	0	0	0
Occupational health and safety	Occupational health and safety	Participation rate of medical check-ups (%)		IHI and 35 affiliated companies		69	70	71	72
		Participation rate of stress checks (%)		IHI and 35 affiliated companies		91	96	94	95
		Absenteeism (Employees who take three or more months of leave) (%)		IHI and 35 affiliated companies		0.9	0.9	1.0	0.8
		Presenteeism (Employees with restricted hours) (%)		IHI and 35 affiliated companies		1.6	1.7	1.6	2.1
		Smoking rate (%)		IHI and 35 affiliated companies		28	28	27	27
		Lost time injuries frequency rate		IHI and 31 affiliated companies		0.57	0.26	0.40	0.28
		Total injuries frequency rate		IHI and 31 affiliated companies		1.64	1.11	1.49	0.87
		Rate of occupational diseases		IHI and 35 affiliated companies		–	0.165	0.165	0.15
		Occupational accidents*2		IHI and 31 affiliated companies		87 (1)	55 (0)	71 (0)	38 (0)
				Employees*2		IHI and 31 affiliated companies	52 (0)	28 (0)	42 (0)
Temporary employees*2				IHI and 31 affiliated companies	4 (0)	4 (0)	4 (0)	1 (0)	
Partners*2				IHI and 31 affiliated companies	31 (1)	23 (0)	25 (0)	19 (0)	
Corporate citizenship	Social contribution activities	Social contribution expenses (Millions of yen)		*3	331	635	519	215	

*2 Figure inside parentheses indicates fatal incidents

*3 IHI and affiliated companies in 2017. IHI and consolidated subsidiaries in 2018, 2019 and 2020.

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Environment – Reduce Environmental Impact –							
Climate change	CO ₂	CO ₂ emissions (t-CO ₂)	IHI and consolidated subsidiaries	330,162	329,602	254,227	225,066
		Scope 1 (t-CO ₂)	IHI and consolidated subsidiaries	–	80,032	64,724	58,517
		Scope 2 (market-based) (t-CO ₂)	IHI and consolidated subsidiaries	–	249,570	189,503	166,549
		CO ₂ emissions intensity* ⁴ (t-CO ₂ /100 million yen)	IHI and consolidated subsidiaries	20.8	22.2	18.3	20.2
	Energy	Energy consumption* ⁵ (TJ)	IHI and consolidated subsidiaries	6,087	5,828	2,468	2,283
		Fuel consumption (TJ)	IHI and consolidated subsidiaries	–	–	1,044	974
		Electricity consumption (TJ)	IHI and consolidated subsidiaries	–	–	1,398	1,276
		Heat consumption (TJ)	IHI and consolidated subsidiaries	–	–	–	7
		Steam consumption (TJ)	IHI and consolidated subsidiaries	–	–	0	0
		Renewable energy used (TJ)	IHI and consolidated subsidiaries	–	–	26	26
Energy consumption intensity* ⁴ (TJ/10 billion yen)	IHI and consolidated subsidiaries	38.3	39.3	17.8	20.5		
External evaluation	Evaluation of CDP climate change	IHI and consolidated subsidiaries	B (Management)	B (Management)	B (Management)	B- (Management)	
Circular economy	Waste	Waste generated (ton)	IHI and consolidated subsidiaries	28,691	29,010	27,564	20,912
		Toxic waste generated (ton)* ⁶	IHI and consolidated subsidiaries	–	–	164	182
		Amount recycled (valuable resources) (ton)	IHI and consolidated subsidiaries	–	–	61,799	15,067
	Water	Water withdrawal* ⁷ (1,000m ³)	IHI and consolidated subsidiaries	3,776	4,182	4,251	4,008
		Public water (1,000m ³)	IHI and consolidated subsidiaries	–	–	750	651
		Industrial water (1,000m ³)	IHI and consolidated subsidiaries	–	–	868	799
		Groundwater (1,000m ³)	IHI and consolidated subsidiaries	–	–	1,948	1,731
		Rainwater, rivers, lakes, etc. (1,000m ³)	IHI and consolidated subsidiaries	–	–	685	827
Waste water (1,000m ³)	IHI and consolidated subsidiaries	–	–	–	3,373		
Environmental protection	Compliance with environmental laws and regulations	Significant environmental accidents	IHI and consolidated subsidiaries	0	0	0	0
		Major violation of environmental laws/regulations	IHI and consolidated subsidiaries	0	0	0	0
		Number of cases IHI paid fines, penalties, etc.	IHI and consolidated subsidiaries	0	0	0	0
	Costs to Reduce the IHI Environmental Impact	Investments (Millions of yen)	IHI	713	696	652	334
		Expenditures (Millions of yen)	IHI	79	143	78	23

*4 Net sales as the denominator.

*5 Changed the method of calculating energy consumption since 2019.

*6 Total of specified hazardous wastes and infectious wastes within specially-controlled industrial wastes.

*7 Changed from amount of water consumption to amount of water withdrawal since 2019.