

# HUMAN RESOURCE MANAGEMENT

In order for the OKI Group to continuously develop in response to changes in the social environment, it is essential for each and every diverse employee to maximize one's own capabilities to create innovation. The OKI Group positions human resources as one of the most important management resources and promotes the creation of a rewarding workplace environment through various initiatives including developing its human resources.

## Basic Approach to Human Rights and Human Resources

The OKI Group recognizes that protecting the human rights of each individual who fulfills one's work duties is the foundation of all its corporate activities and as such it has established a Respect for Human Rights in its Charter of Corporate Conduct and Code of Conduct, and is making rigorous efforts to educate through new hire training, training programs based on job position, e-learning programs, etc. The Group is also working on a fair employment and selection process and creating a work environment where diverse employees can play an active role.

With its human resources vision of "pride, passion, and sincerity," the Group is working on important management issues where all employees take pride in the company, themselves and the people who work there, where employees act boldly and passionately towards goals, tackle all things with sincerity, and where employees can work in good physical and mental health.

## OKI Group Human Resources Strategy

The OKI Group has an evaluation system that not only properly evaluates and handles employee performance, but also aims to align employee and company direction to achieve business targets so that employee growth leads to the development of the company.

Rather than only assessing employee performance, the system evaluates whether the OKI Group Action Principles, which are the values shared by the OKI Group when striving for results, have been put into practice, thus encouraging employees to implement each of the Action Principles, including taking a more proactive approach to change. Furthermore, a highly credible system has been made a reality by eliminating seniority-based components and creating a remuneration system in line with the job's position and employee evaluation. By using this system, highly motivated human resources, who actively challenge and produce results, will be developed.

In addition, a work environment that encourages communication among employees and promotes diversity will be created, making it easier and more rewarding to work each day.

## Initiatives for Human Resource Development

### • A Focus on Developing Autonomous Employee

The OKI Group is focusing on fostering autonomous employees who act, not self-righteously, but based on their own values, and who also can create results by involving people in the organization according to their roles. In order to promote employee autonomy, the whole Group is working on developing human resources through on-the-job training (OJT) based on practical experience and direction in the workplace, and off-the-job training (OffJT) through internal and external training, as well as self-development and support systems.

#### Autonomous Employee

1. Make correct decisions based on one's own value standards and be capable of self-management
2. Based on the mission (one's own role in the organization), discover the problem and look for the solution on one's own
3. Act with a logical mind
4. Respond quickly without missing the right timing

### • Training Curriculum by Purpose

To provide an appropriate and effective training curriculum to its employees, the OKI Group delivers a wide range of training programs: training by hierarchical levels from new recruits to executives; training for business skills including marketing, innovation, accounting, and foreign languages; and departmental training to hone professional expertise, such as sales, technical and production skills. Furthermore, with the knowledge that it is essential for employees to build an image of their own career path for their own development, the OKI Group supports employee growth such as with the Career Design Training program where employees take stock of their own career at the ages of 30, 40 and 50.

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### • Developing Executive Talent

In order to gradually develop management executives and business leaders who will be responsible for the OKI Group from a young age, we are carrying out development trainings for the next-generation of executives to help selected employees' growth through their own hard work by participating in internal training programs and going to external business schools. As well as fostering executive candidates who can execute policies and make decisions to innovate and achieve discontinuous growth in the midst of rapid change, we are implementing tough assignments that require on-site practice. Moreover, not only for young employees but also for executives and senior management, seminars with in-house and outside experts as lecturers are regularly held to provide the opportunity to acquire the literacy required for management. By thinking and talking about OKI's future, our management philosophy and Action Principles, executives themselves continue to learn and think, leading to the guidance and training for the younger generation.

### • Invigorating the Organization

In order to build a vibrant workplace culture amid a drastically changing and increasingly complex world where OKI is able to pave the way for new initiatives such as innovation creation and work style reforms without fear of failure, it is necessary to create a psychologically safe and secure atmosphere. In other words, we are working on a "say, can say, and listen" approach, where employees can talk with each other, where constructive criticism beyond personal interests and positions is accepted. To that end, in addition to training of individuals, we are conducting two-way communication trainings aimed at



A workshop in action

fostering a culture of "say, can say, and listen" to build a relationship of trust in the organization, that is, to start a cycle of success from the quality of our relationships with each other. This is not training through lectures, but instead it is a type of training consisting of workshops within departments and a five-month program that brings the workplace together, which aims to foster a positive climate and culture through open communication.

## Initiatives for Work-Style Reforms

In order for the OKI Group to survive in the market, innovation with new ideas not confined to conventional methods is required. Talented human resources will be attracted to a company that creates such high added value. Unfortunately, the current state of OKI is one where we cannot say the Company has been able to respond adequately, and there is a strong concern that if we do not change now, we will not be able to win market competition, or attract human resources. The OKI Group is working on work-style reforms with a growing sense of crisis like this.

### • Basic Policy on Work-Style Reforms

The OKI Group's vision for work-style reforms, is to build an organization that responds flexibly to changes and creates high added value. As a result of employees acting with autonomy to produce efficient and stable results (revenue), and by maximizing the unique strengths of the Company to contribute to society, both the Company and its employees can hold hopes for the future, grow together, and realize their dreams.

The basic policy for achieving work-style reform is to change behavior, awareness, and frameworks, and improve productivity. Firstly, changing behavior produces the impetus to get out of everyday habits and create an opportunity to look at one's work from a new perspective. From there, clear objectives and goals can be set, and concrete measures can be implemented to achieve them, leading to improved productivity to realize the vision.

### • Sharing Initiatives at Every Workplace

In addition to pushing forwards with systems and facilities, such as creating a telework system and integrating internal tools to make it work and creating satellite offices to make more efficient use of business space within the Group, we are promoting initiatives arranged by each department within the Group. We improved efficiencies taking into account the business characteristics of each workplace, by solving all sorts of issues such as shortening meeting times, sharing design expertise, and visualizing various management tasks. Furthermore, all workplace initiatives are in turn released on the intranet and rolled out across the whole Group.



A work-style reform project site on the intranet

## Initiatives to Promote Diversity

Diversity and inclusion within the OKI Group is a means to strengthen human resources as a management strategy. The goal is for sustainable growth of the organization through creating innovation and improving motivation by accepting and respecting the diverse differences of every person, utilizing this diversity as something positive. As a first step, we have been working on the promotion of women's participation and advancement in the workplace as a matter of the highest priority.

### • Promoting Women's Participation and Advancement in the Workplace

An action plan to promote women's active participation in the workplace has been established with its aim to support women so they can pursue their own growth and develop their careers in ways that allow them to demonstrate their full potential. The OKI Group has thus set the following targets for 2020: (1) increase the ratio of women among all new graduate hires to 20% or more; and (2) double the ratio of female managers to 4%. The OKI Group has been taking measures to achieve these, the first step being to increase the number of women

recruited. Next, more opportunities are given for women to demonstrate their abilities to play a more active role in the workplace. From here, talent for leader candidates becomes available, and as a result, more women can be appointed as managers. In fiscal year 2018, the ratio of new female graduates hired at OKI was 23%, meeting the target as in the previous year.

Every year since fiscal year 2014, the OKI Group has been holding seminars on promoting women's participation and advancement in the workplace, bringing together top management, executives, managers and female employees of the OKI Group in their hundreds. In these seminars, top management talks directly about their expectations for female employees, showing their commitment towards promoting success for women in the workplace. These seminars, which include lectures and panel discussions by experts, and discussions among participants, including male employees, are an opportunity for female employees to gain more understanding about proactive career development. They have become established as a place for encouraging managers to recognize and practice the importance of managing such diverse talent.



A seminar on promoting women's participation and advancement in the workplace (February, 2019)

### Female Executives and Employees (as of March 31, 2019)

	OKI	Domestic subsidiaries
Number of female executives	3	2
Percentage of women in managerial positions	3.3%	2.1%
Percentage of women among new graduates hired	22.8%	16.4%

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• **Aiming to Balance Work and Childcare for both Men and Women**

OKI has established a Work-Life Balance Promotion Committee comprised of the labor union and management members. As well as confirming employee work hours and paid leave, the Committee promotes a healthy work-life balance by improving a host of systems including the flextime system, the HOP work (a discretionary labor) system, systems to provide special work conditions for people caring for children and nursing the elderly, as well as a Special Leave for Particular Purposes system which can be used to participate in volunteer activities, to treat illness and injuries, to nurse family members, or to attend children’s school events.

As a part of these efforts, meetings are held between employees returning from childcare leave, their bosses, and the Human Resources and General Affairs Division, with the aim of sharing problems faced by employees when balancing work and raising children to find possible ways forward. The OKI Group also provides training sessions for balancing childcare and work as a place where mothers and fathers in the company can learn skills and share ideas to help them balance the demands of family and work.

• **The Key Person for Promoting Diversity is the Manager**

Having a diverse group of human resources alone will not improve performance. The OKI Group has been training managers to deal with diversity based on the idea that they can produce results only if they have an inclusive workplace culture and management that accepts and utilizes each person’s diverse differences. Training for developing female leaders incorporates a curriculum which includes learning skills together with supervisors and supporting the work women actually do in the workplace.

In order to improve awareness, in 2018, diversity management training was conducted through an e-learning course for managers in the domestic Group to deepen their understanding of promoting women’s participation and advancement in the workplace and LGBT issues, with 94% of managers taking the course.

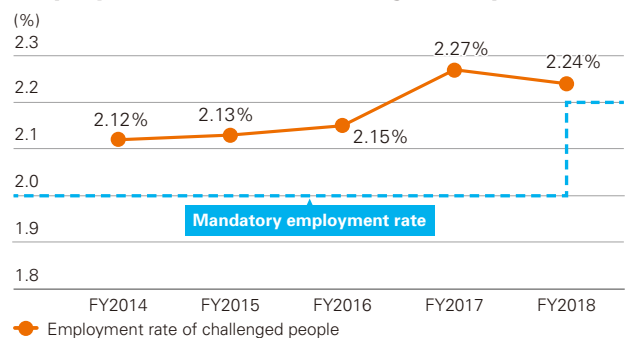
**The Special Subsidiary OKI WorkWel Initiative**

The OKI Group is actively working to increase employment opportunities for people with disabilities as a good corporate citizen and as part of promoting diversity. Established in 2004 as a special subsidiary for the employment of people with disabilities, OKI WorkWel continues to support working from home for people with severe physical disabilities. As of April 2019, 72 out of the 85 OKI WorkWel employees have disabilities and 54 of them are working at home, utilizing their IT skills for such as building websites.

With “the workplace has come home” as its key phrase, the OKI WorkWel initiative has improved the working environment at home through efforts such as the construction of a virtual office infrastructure, personnel allocation to functions as a team, and a variety of ways for voice communication, all to enable work and study sessions to be carried out as a team in the same way for those working at home as for those working in the office. By connecting the company’s network with the employee’s home via a virtual private network on the internet, a work environment the same as that of the office with file server, e-mail, and intranet, is made available. Communication necessary for work is made possible by using a video and web conference tool provided by WorkWel Communicator, a virtual office system developed utilizing OKI’s know-how.

OKI WorkWel also actively conducts visiting lectures (career training), remote workplace training, and remote field trips for special needs schools for the physically disabled, recruiting human resources from these schools.

**Employment Rates of Challenged People**



\*Employment rate of challenged people is the aggregate of eight special subsidiary-applied Group companies in Japan.

## Labor Safety and Health, and Health Promotion Initiatives

OKI established "Safety and Health Committees" in each region, with company members from management and the labor union. These strengthen the safety and health system, create labor injuries and accidents prevention plan, patrol workplaces, provide safety and health training, etc. The Central Safety and Health Committee shares information on situations and initiatives in each region. OKI's incidence rate of occupational accidents\* in 2018 was 0.24.

Efforts are being made to promote mental and physical health as a Group. For mental health in particular, support is being given to employees through the use of self-care support tools and access to doctors via a consultation counter.

\*Incidence rate of occupational accidents: Number of casualties due to occupational accidents per million man-hours worked.

### External Certification for Human Resources

#### White 500

OKI worked on measures to promote employee health through a health insurance society and by way of the labor union and management. For the third year running since 2017, the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi has certified OKI as one of the White 500, a group of large companies showing outstanding health and productivity management.



#### Platinum Kurumin

As a result of its support activities for balancing childcare and work, OKI received Platinum Kurumin certification as an excellent supporting company for child-raising. Based on the Act on Advancement of Measures to Support Raising Next Generation Children, the certification is awarded to Kurumin certified companies (OKI has granted Kurumin certification since 2017) that have executed such measures at a higher standard than before. OKI Software, based in Warabi City, Saitama Prefecture, has also received Kurumin certification since 2014.



#### Eruboshi Certification

OKI was recognized for its efforts to promote women's participation and advancement in the workplace, and has received the highest level (Grade 3) of certification from the Ministry of Health, Labour and Welfare since 2017.

