

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 its most important management resources and promotes the creation of a rewarding working environment through various initiatives including developing its human resources.

Basic Approach to Human Rights and Human Resources

In accordance with the International Bill of Human Rights and the Declaration of the International Labour Organization, the OKI Group recognizes that the protection of the human rights of each of its employees is the foundation of all corporate activities. Based on the “Respect for Human Rights” in its Charter of Corporate Conduct and Code of Conduct, it rigorously provides human-rights education through new hire trainings, trainings based on job position, and e-learning programs. The Group is also working on a fair employment and selection process and creating a working 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 and 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 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 results, the system evaluates whether the OKI Group Action Principles have been put into practice when striving for the results, 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 creating a remuneration system in line with the job’s position and employee evaluation. A working environment that encourages communication among employees and promotes diversity will be created, making it easier and more rewarding to work each day.

In Medium-Term Business Plan 2022, the “development and securement of human resources who will support Mono-zukuri and growth-area businesses” has been newly set forth as a personnel measure aimed at sustainable growth. In addition to developing personnel systems that lead to the further invigoration of sites of Mono-zukuri, such as using skill assessment for the optimal assignment of human resources, we will promote measures such as establishing educational programs to develop the key individuals who will be responsible for the AI Edge domains and securing human resources via cooperation with universities.

Initiatives for Human Resource Development

The OKI Group is carrying out human resource development aimed at fostering autonomous employees who act not

self-righteously, but based on their own values, and who can also create results by involving people around them in the organization according to their roles.

Diverse Training Curriculum

The OKI Group delivers a diverse training curriculum by purpose: training based on job position; 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, as it is essential for employees to build an image of their own career path for their own growth, the OKI Group is also committed to career design training. In addition to training in which employees can take stock of their own future careers at the ages of 30, 40, and 50, we also provide training which allows employees to consider, at the age of 54, retiring their (managerial) positions and continuing their careers thereafter. In fiscal year 2019, the average number of training days for each OKI employee was 2.75 days. In fiscal year 2020, as a part of measures to prevent the spread of COVID-19, we have rolled out companywide online training.

Developing Executive Talent

In order to gradually develop from a young age management executives and business leaders who will be responsible for the future OKI Group, we are carrying out development training for the next generation of management executives to help selected employees grow through their own hard work by participating in internal training programs and going to external business schools, and implementing tough assignments that require on-site practice. Moreover, for senior management such as executives, seminars with in-house and outside experts as lecturers are regularly held to provide the opportunity to acquire the literacy required for management.

FY2019 Next-Generation Management Executive Candidate Development Training Results [For OKI Group]

External dispatch programs (managers):	10 employees
Internal training programs (general employees):	17 employees

Invigorating the Organization

We believe that amid a drastically changing and increasingly complex world, as a foundation for building a vibrant workplace culture in which employees can take on challenges without fear of failure, it is necessary to cultivate a psychologically safe and secure “say, can say, and listen” culture, where employees can talk openly with each other and constructive criticism beyond personal interests and positions is accepted. To that end, since fiscal year 2018, we have been conducting

“So-Komi,” which is two-way communication training to start a cycle of success from the quality of our relationships, that is, relationships of trust, within the organization. So-Komi is a program consisting of workshops within divisions and a five-month practical workplace program; we plan to have participation in this program from all of our over 500 divisions within the domestic OKI Group by fiscal year 2021.

Initiatives for Diversity and Inclusion

Diversity and inclusion within the OKI Group is a means to strengthen human resources as a management strategy. The goal is to create innovation, improve motivation, and achieve sustainable growth of the organization by accepting and respecting the diverse differences of every person, and utilizing this diversity as something positive. As a first step, we have positioned women’s participation and advancement in the workplace as a matter of the highest priority, and made efforts primarily through our “Diversity Team,” a dedicated organization.

Promoting Women’s Participation and Advancement in the Workplace

Aiming to support women so they can pursue their own growth and develop their careers in ways that allow them to demonstrate their full potential, OKI has drawn up an action plan to promote women’s participation and advancement in the workplace. “Increasing the ratio of women among all new graduate hires to 20% or more,” which was set as a target for 2020, was achieved in fiscal year 2019 with a figure of 26.7%, but “a 4% ratio of female managers” was not achieved, as the result was 3.4%. As a new action plan target based on these results, we have set the following targets to be achieved by fiscal year 2022: (1) achieve a number of overtime hours for full-time employees that is equal to or lower than the fiscal year 2019 monthly average (24 hours); and (2) increase the ratio of female managers to 5%.

The ratio of female employees has improved due to the ratio of hires improving etc.; the next step is giving women more opportunities to demonstrate their abilities to play a more active role in the workplace. From here, talent for leader candidates becomes available, and more women can be appointed as managers.

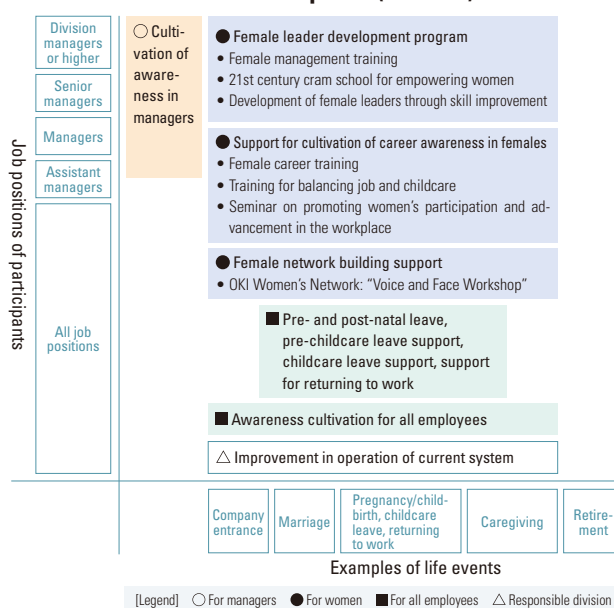
As a part of this initiative, every year since fiscal year 2014,

Female Executives and Employees

		End of FY2017	End of FY2018	End of FY2019
Number of female executives	OKI	2	3	2
	Domestic subsidiaries	2	2	2
Percentage of women in managerial positions	OKI	3.1%	3.3%	3.4%
	Domestic subsidiaries	2.2%	2.1%	2.5%
Percentage of female employees	OKI	12%	12.3%	12.8%
	Domestic subsidiaries	12.6%	13%	13.5%

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 in the hundreds. These seminars have become established as opportunities for female employees to gain a better understanding of proactive career development, and for encouraging managers to recognize and practice the importance of managing such diverse talent.

Measures for Promoting Women’s Participation and Advancement in the Workplace (FY2019)



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 maintains a host of systems to support balancing work with childcare/caregiving, including the flextime system, the teleworking 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, to attend children’s school events, and so forth. As a part of these

Number of Employees who Took Childcare Leave (OKI alone)

	FY2017	FY2018	FY2019
Women	17	19	15
Men	1	1	1

Number of Employees who Received “Training for Balancing Job and Childcare” (domestic Group)

	FY2018	FY2019
Women	19	11
Men	23	24

HUMAN RESOURCE MANAGEMENT

efforts, “Returning Employee Meetings,” held with the three parties of employees who have returned from childcare leave, their bosses, and the Human Resources and General Affairs Division, and “Work and Childcare Balance Training” are carried out, and at OKI’s six business sites, consultation counters have been set up to accept a wide range of concerns related to balancing work with childcare, caregiving, etc.

Respect for Diversity

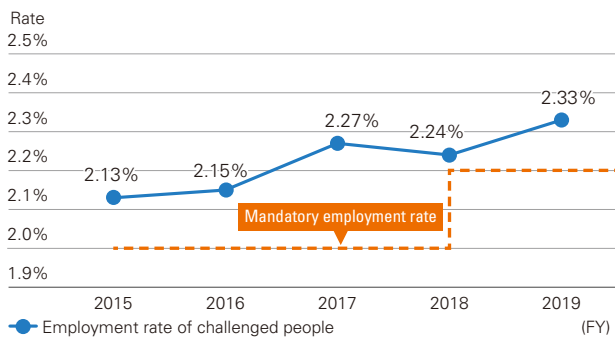
● Initiatives for LGBT

Aiming to become a workplace in which everyone is respected and able to securely demonstrate their abilities, in fiscal year 2019, OKI began providing e-learning materials that allow users to gain basic information about LGBT, which refers to sexual minorities, at any time.

● Promotion of Hiring of Challenged People

The OKI Group is making efforts to promote the hiring of challenged people, centered on OKI WorkWel, a special subsidiary established in 2004 for the employment of challenged people. As of June 2020, 73 out of 86 OKI WorkWel employees have disabilities, and 55 of them with serious physical impairments are working from home in 20 prefectures, utilizing their IT skills for tasks such as building websites. The OKI Group’s employment rate for challenged people* in fiscal year 2019 was 2.33%, exceeding the mandatory employment rate.

Employment Rates of Challenged People



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

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. In order to improve awareness, in 2019, training was conducted on handling the concepts of unconscious assumptions, unconscious prejudices, and general unconscious biases, which constitute major factors hindering diversity promotion, and a total of 50 managers, including all of OKI’s division managers, participated.

Initiatives for Occupational Health and Safety, Health Management

Occupational Health and Safety 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 plans to prevent labor injuries and accidents, 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 2019 was 0.00, falling below the electric machinery/equipment manufacturing industry’s average of 0.54 (in Japan).

Incidence Rates of Occupational Accidents

2017	2018	2019
0.22	0.24	0.00

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

Health Promotion Initiatives

The OKI Group considers the ability of employees to endeavor toward their work with both mental and physical health to be an essential point of management. Thus, in order to effectively prevent diseases in employees and their families and carry out both mental healthcare and health promotion, the OKI Group is promoting collaborative health, in which its Group companies and health insurance associations cooperate and carry out initiatives.

Twice each year, OKI holds “Health Management Business Promotion Committee Meetings” with its Group companies, health insurance associations, occupational health staff, and labor union members, where issues are shared based on analysis of various health examination data, medical treatment fee data, etc., and efforts are made toward the improvement of health awareness and lifestyle habits. Further, as initiatives to strengthen self-care, for affiliated companies which enroll in the OKI Electric Industry Health Insurance Association, “MY HEALTH WEB,” a health portal site for individuals, was established in June 2019, and “Health Challenge Campaign” events are held each year.

External Certification for Human Resources

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| 1 Health Management | Outstanding Health and Productivity Management (OKI) |
| 2 Childcare Support | Kurumin Certification (OKI Software)
Platinum Kurumin Certification (OKI, OKI Circuit Technology) |
| 3 Promoting Women’s Participation and Advancement in the Workplace | Eruboshi Certification (OKI) |



TOPICS

Aiming for Realization for Smart Work-Life



In August 2020, OKI launched the “Smart Work-Life Project.” In order to conduct sustainable business activities as a company that contributes to resolving social issues, OKI has envisioned a highly productive work style and work-life balance that are in line with new lifestyles during and after the COVID-19 pandemic, and until fiscal year 2022, will systematically carry out measures to realize this vision.

Project Targets

1. Promotion of Digital Transformation of Work Styles

We will accelerate the digital transformation of internal work processes which we have been engaged in, and aim for the construction of a work environment where work can be completed online.

2. Pursuit of Well-Being

In pursuit of the well-being of each and every employee by, for example, preparing environments in which employees can continue working even in cases of various life events such as childcare, caregiving, work transfers of spouses, and illness, we are aiming for the creation of rewarding workplaces. In addition to aiming to promote employee retention and the securing of a wide range of capable human resources, we will accelerate our diversity promotion initiatives.

3. BCP

We will build a resilient structure that can respond to various risks such as infectious diseases, natural disasters, and conflicts, maintain and continue business activities, and maintain production activities.

Main Measures

1. Realization of Smart Work Suited to Workplace, Occupation, and Work (Pursuit of Work Styles that Maximize Productivity)

Upon improving IT, network, and office environments and considering the situation regarding COVID-19 measures, we will pursue the most efficient work styles and aim to improve productivity while exploring the optimal arrangements for telework and office work for each occupation and workplace, and conducting fixed-point observation through pulse surveys of all OKI employees.

2. Improvement of Work Style Flexibility

We will review work systems which take office work for granted, and shift to systems in which telework or office work can be flexibly selected in accordance with work objectives (productivity). We will aim to improve diversity by building a structure in which employees can work without time or location constraints by, for example, expanding shared offices, proactively utilizing flextime systems with no core time, and reviewing the approach to transfers.

3. Office Reforms

We will redefine offices as sites for co-creation and cooperation between customers and employees and reorganize our business sites. While cutting our office space in city centers by half, we will expand shared offices.

4. Work Reforms

We will accelerate digital transformations, and with regard to internal procedures, we will comprehensively abolish the practice of using seals on documents and build environments in which work can be completed online. Further, we will take stock of work duties and promote the discontinuation of unnecessary work duties and the simplification of work.



Project logo which symbolizes “society, daily life, and company”