

Human Capital Management

Basic Approach

OKI regards its employee as its most important management capital and is committed to creating an environment where diverse talent can take on challenges with a positive mindset, as well as supporting employee growth. To translate investment in talent into value creation, we need personnel who can drive transformation and reform with leadership, and are actively implementing initiatives that encourage employee motivation and willingness to take on challenges.

Under the Medium-Term Business Plan 2025, we are promoting initiatives based on themes such as fostering an organizational culture where employees can proactively take on challenges, supporting employee growth, diversifying talent, and creating a safe and secure workplace environment. Looking ahead to the next Medium-Term Business Plan, we are beginning to formulate a human capital strategy more closely linked to management strategy, supporting the development of employees who can proactively envision and propose future directions.

System of Initiatives

Initiative Theme			Material Issues	Indicators and Results of Initiatives			
					FY2023	FY2024	
Alignment with Business Strategy	Investment in Personnel	Fostering an organizational culture where employees can proactively take on challenges and supporting employee growth	Awareness survey	○	Positive response rate for the “job satisfaction (workplace is positive and work is rewarding)” item in the internal survey for all OKI Group employees in Japan*1 (%)	53	57
			Fostering innovation talent	○	Number of high-potential innovation talent*1	111	140
			Fostering global talent	○	Cumulative number of participants in global leadership development training*1	147	185
			Fostering AI talent	○	Number of employees using the OKI AI Chat System*1	Over 3,500	4,929
			Introduction of self-nomination system for managerial appointments	—			
			Fostering next-generation leaders	—			
		Diversifying talent	Promoting women's participation and advancement in the workplace	○	Female management ratio*2 (%)	5.1	6.1
			Mid-career recruitment		Number of mid-career hires*1	114	145
			Acceptance of side jobs and dual employment		Number of employees accepted for side jobs and dual employment*2	6	4
			Employment of persons with disabilities		Employment rate of persons with disabilities*3 (%)	2.72	2.73
	Creating a safe and secure workplace environment		Promoting health management		Body: Obesity prevention and reduction in the number of obese employees – Obesity rate*2 (%)	30.9	30.7
				Mind: Prevention of mental health issues – Stress check participation rate*2 (%)	93.7	88.8	
				Awareness: Promotion of health awareness that leads to action – Exercise habit establishment rate*2 (%)	27.3	26.0	
Support for balancing work and private life				Paternity leave and childcare leave acquisition rate*2 (%)	78.6	103.0	
Promoting occupational health and safety activities				Incidence rate of occupational accidents	0.00	0.09	
				Severity rate of occupational accidents	0.00	0.00	

*1 OKI and domestic consolidated subsidiaries

*2 OKI alone

*3 Aggregate figure for seven special subsidiary companies in Japan including OKI

Fostering an Organizational Culture Where Employees Can Proactively Take on Challenges and Supporting Employee Growth

By actively supporting employees' autonomous career development, we aim to accelerate their growth, enhance job satisfaction, and foster an organizational culture where proactive challenges are encouraged. In fiscal year 2024, we particularly focused on initiatives that increase opportunities for young and mid-career employees to independently secure avenues for growth.

In addition, for each individual employee, we are supporting self-directed challenges and development through the operation of systems and frameworks such as career design programs.

Awareness Survey

	Target	FY2024
Positive response rate for the “job satisfaction (workplace is positive and work is rewarding)” item in the internal survey for all OKI Group employees in Japan	70%	57%

Fostering Innovation Talent

We define individuals capable of driving and accelerating innovation activities as high-potential innovation talent. As of fiscal year 2024, a total of 140 high-potential innovation talent has been cultivated.

Fostering Global Talent

To encourage employees to shift their mindset toward global business, we are clarifying the qualities required of OKI global talent and developing such human capital through strategic assignments, rotation, and training. These initiatives prepare employees to adapt to differences in language, business practices, and culture, enabling them to thrive on the global stage.

As of fiscal year 2024, the cumulative number of participants in global leadership development training reached 185.

Fostering AI Talent

To enhance the value of solutions through AI utilization, OKI is developing personnel in each department who can leverage AI. Our internal generative AI platform, the OKI AI Chat System, launched in fiscal year 2023, is now used by 4,929 employees.

Introduction of Self-Nomination System for Managerial Appointments

We are reforming the appointment process for employees in managerial positions, who play a central role in organizational management, to increase opportunities for them to proactively take on desired positions and roles. As a first step, from April 2025, we revised the appointment process for section managers. In addition to the traditional route of departmental recommendation, we introduced a self-nomination system that allows employees to apply directly for manager positions.

Fostering Next-Generation Leaders

To develop next-generation leaders, we will place even greater emphasis on identifying young talent at an early stage and nurture them systematically in alignment with management strategies, focusing on challenging assignments linked to real business operations.



Please refer to the websites below for details.

Initiatives for fostering an organizational culture where employees can proactively take on challenges
<https://www.oki.com/global/sustainability/social/employ/culture/>

Initiatives to support employee growth
<https://www.oki.com/global/sustainability/social/employ/promotion/>

Human Capital Management

Diversifying Talent

OKI is promoting diversity, equity, and inclusion (DE&I) with the aim of enabling employees with diverse experiences, knowledge, and skills to thrive regardless of personal attributes, and to create new value and foster personal growth by bringing together different perspectives and ideas for open discussion. Our initiatives to diversify talent are being advanced based on this DE&I approach.

Promoting Women's Participation and Advancement in the Workplace

To systematically motivate and support women from the early stages of their careers, OKI conducts career training for female employees in their fourth year of employment as well as selective leadership strengthening training. OKI has set a target to increase the female management ratio to at least 5% by April 2026. As of April 2025, the ratio of female managers stood at 6.1%. In the future, we hope to achieve an equal female management ratio in proportion to the number of female employees. We will continue to strengthen our initiatives for policies to encourage female employees to play an active role.

	FY2026 Target	FY2024*
Female management ratio (OKI alone)	5% or higher	6.1%

* Results as of April 1, 2025

Mid-Career Recruitment

We are actively promoting mid-career recruitment in order to acquire the talent necessary to execute our business strategies.

	FY2021	FY2022	FY2023	FY2024
Number of mid-career hires*	46	66	114	145

* Number of full-time mid-career hires at OKI and domestic consolidated subsidiaries

 Please refer to the website below for details.
<https://www.oki.com/global/sustainability/social/emply/diversity/>

Acceptance of Side Jobs and Dual Employment

To leverage expertise not available in-house, we accept highly specialized talent on a project basis or for short-term employment in strategic areas.

	FY2024
Number of employees accepted for side jobs and dual employment (OKI alone)	4

Employment of Persons with Disabilities

OKI is actively engaged in the employment of persons with disabilities, primarily through its special subsidiary, OKI Workwel. Individuals with disabilities play active roles in various workplaces as valuable contributors to value creation.

	FY2024
Employment rate of persons with disabilities*	2.73%

* Aggregate figure for seven special subsidiary companies in Japan including OKI

Creating a Safe and Secure Workplace Environment

We are promoting various initiatives to ensure the health and safety of our employees and to enhance programs that support a balance between work and private life, allowing diverse talent to work in a way that is true to themselves in a safe and secure environment.

Promoting Health Management

Under the OKI Group Health Management Declaration, the OKI Group companies, industrial health staff, and the health insurance union are working together to promote the health of employees and their families, placing importance on employee initiative.


As part of year-round initiatives in fiscal year 2024, we implemented programs designed to raise health awareness and encourage behavioral change, including online exercise programs for employees and their families focused on improving sleep, a theme of particular interest to employees. In March 2025, OKI was certified for the ninth consecutive year as one of the 2025 Certified KENKO Investment for Health Outstanding Organizations under the recognition program jointly administered by METI and the Nippon Kenko Kaigi. Going forward, the entire Group will continue to advance health and productivity management.



Key Health Issues Results (OKI alone)

Key Health Issues and Indicators	FY2026 Targets	FY2022	FY2023	FY2024
Body: Obesity prevention and reduction in the number of obese employees – Obesity rate	31.0%	31.3%	30.9%	30.7%
Mind: Prevention of mental health issues – Stress check participation rate	100.0%	94.6%	93.7%	88.8%
Awareness: Promotion of health awareness that leads to action – Exercise habit establishment rate*	30.0%	27.1%	27.3%	26.0%

* Percentage of employees who conduct light-sweating exercise for 30 minutes or more per session, at least two days per week for at least one year

 Please refer to the website below for details.
https://www.oki.com/global/sustainability/social/emply/health_safety/

Human Capital Management

Creating a Safe and Secure Workplace Environment

■ Support for Balancing Work and Private Life

We have established various systems to support a balance between work and private life, while labor union and management members confirm working hours and leave utilization.

• Support for Balancing Work and Childcare

We have established various systems to support employees in balancing work and childcare, ensuring that those with childcare responsibilities can work with peace of mind. In October 2022, we introduced "Baby8 Leave" to encourage the uptake of paternity leave. In fiscal year 2024, we also established a new childcare leave support incentive, under which up to 100,000 yen is distributed to employees who supported colleagues on childcare leave by ensuring their duties were smoothly carried out during the leave period. Additional measures such as subsidies for fertility treatment, childcare and household assistance allowances, and babysitter discount vouchers have also been introduced. With these measures, we support not only employees who are raising children, but also the colleagues who assist and support them.

Baby8 Leave is a system that allows employees raising children up to the age of two to take up to 40 days (8 weeks) of paid leave.

Character to Promote
Childcare Leave by Men
Baby8-chan



	Target	FY2021	FY2022	FY2023	FY2024
Paternity leave and childcare leave acquisition rate (OKI alone)	50% or higher	52.9%	81.7%	78.6%	103.0%

■ Promoting Occupational Health and Safety Activities


OKI positions the creation of a comfortable work environment where employees can work in a safe and healthy manner as an important foundation for its corporate activities. In each region, OKI established Safety and Health Committees comprised of management and labor union members to develop safety and health systems. Management and labor union members work together to systematically advance measures for preventing hazards and health problems and promoting the health of employees.

The Central Safety and Health Committee is held once a year to evaluate and expand the activities of each region. We will continue to promote efforts with the aim of achieving zero workplace accidents.

In 2024, OKI's incidence rate of occupational accidents*1 was 0.09 (electric machinery/equipment manufacturing industry's average in Japan: 0.67) and its severity rate of occupational accidents*2 was 0.00 (electric machinery/equipment manufacturing industry's average in Japan: 0.03).

*1 Incidence rate of occupational accidents: Number of casualties due to occupational accidents per million man-hours worked, representing the frequency of occupational accidents.

*2 Severity rate of occupational accidents: Total number of lost workdays per thousand man-hours worked, representing the severity of occupational accidents.

 Please refer to the websites below for details.
Promotion of office development and support for balancing work and private life
<https://www.oki.com/global/sustainability/social/employ/swl/>
Initiatives for Health Management, Occupational Health and Safety
https://www.oki.com/global/sustainability/social/employ/health_safety/

Material Issues

In our Medium-Term Business Plan 2025, we have set out to "promote initiatives that enable diverse talent to proactively thrive," as one of the key themes in line with the material issue and goal of "transforming into a corporate culture that continuously creates value," and have advanced a variety of initiatives. Going forward, while carrying forward our existing approach to talent-related material issues, we will examine new measurement items, strengthen alignment with management strategy, and further enhance investment in personnel.

Material Issues	Key Initiative Theme	Initiatives for FY2023 to FY2025	FY2024 Results
Transforming into a corporate culture that continuously creates value	Promote initiatives that enable diverse talent to proactively thrive	Realizing OKI Well-Being Efforts aimed at achieving organizational development based on dialogue, promoting health management, and realizing the right placement of talent in the right roles	Positive response rate for the "job satisfaction (workplace is positive and work is rewarding)" item in the internal survey for all OKI Group employees in Japan: 57%
		Promoting Women's Participation and Advancement in the Workplace Continuing to conduct career training for fourth-year employees, selective leadership enhancement training, etc.	OKI's female management ratio: 6.1%
		Fostering Innovation Talent Establishing a system for selecting and developing talent in line with the innovation talent development plans of each department	Number of high-potential innovation talent: 140 employees
		Fostering Global Talent Developing individuals who can thrive in global business settings through training and placements	Advanced and implemented selective global leadership development training: Cumulative total of 185 participants
		Fostering AI Talent Conducting practical prompt training and ideathons to safely and effectively leverage generative AI	4,929 employees using the internal generative AI platform OKI AI Chat System