

Respect for Employees

OKI respects the diversity of its employees, provides and maintains safe, comfortable working environments for them, and is committed to creating a corporate culture that encourages them to take on new challenges.

Focal Points for the Fiscal Year Ended March 2008

- Recruitment and training of diverse human resources
- Create an environment for supporting the development of the next generation
- Strengthen safety training at production sites
- Extend mental health initiatives to group companies

Main Initiatives in the Fiscal Year Ended March 2008

- **Conducted training focusing on business globalization**
- **Adopted telework on a trial basis**
- **Distributed a booklet that helps support the development of the next generation**
- **Enhanced safety inspections at manufacturing sites**
- **Introduced a stress management tool to group companies**

Focal Points for the Fiscal Year Ending March 2009

- Recruitment and training of diverse human resources
- Dissemination and monitoring of supports for the development of the next generation
- Promotion of work-life balance
- Promotion of the mental and physical health of employees

Basic Policy on Human Rights and Resources

The business activities of the OKI Groups are based on cooperation among diverse individuals with different roles who work together to contribute to the improvement of corporate profitability and the development of society. Believing that respect for human rights must underlie all business activities, the OKI Group has a strong commitment to pursuing fair recruitment and building working environments in which diverse people can fully exercise their abilities.

In April 2008, OKI articulated its vision for the development of human resources: "Pride, Passion and Sincerity." The vision asks all employees of OKI to:

- Take pride in themselves, their colleagues and the company,
- Take actions with passion, and
- Do any job with sincerity.

The company also puts great importance on the promotion of mental and physical health of its employees as an important managerial issue.

Good Labor-Management Relationship Through Dialogue

OKI respects the freedom of association and collective bargaining based on the laws in each country and region, and puts great importance on building trust between employees and management. In Japan, the company is active in holding general and divisional labor-management meetings to exchange opinions and information with its employees. The former meetings are attended by top executives.

Recruitment and Training of Diverse Human Resources

Promoting the Employment of People with Disabilities

The OKI Group has promoted the recruitment of developmentally disabled people as teleworking employees since 1998. Based on this experience, we established a special purpose subsidiary called OKI Workwel in April 2004. As of April 2008, OKI Workwel employs 44 people with physical, intellectual, visual or internal disabilities. They include 32 teleworking employees who are engaged in designing and producing posters, accessible websites, and so on. (See Page 11)

The OKI Group will continue to promote the employment of people with disabilities through OKI Workwel.

Percentage of employees with disabilities at the OKI Group (the fiscal year ended March 2008) : 1.81%

Internship Events

OKI has carried out a one-day internship program for undergraduate and graduate students since 2005. The purpose of the program is to help students understand how OKI's products are being used in society and make them feel interested in working in the info-telecom industry.

The internship program in 2007 featured a tour of the OKI Premium Fair held in November, and an attendance in the OKI Endowed Course in Ubiquitous Services at the University of Tokyo. (See Page 9) The program allowed the participating students to experience OKI's products and solutions, and understand how they could contribute to the realization of an e-Society full of ubiquitous services. The program also included a discussion session with several employees of OKI who told the students how fun to work at OKI.



OKI Premium Fair

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Career Design Support Initiatives

OKI's career design program focuses on the establishment of partnerships between management and employees as well as the development of strong, autonomous human resources. More specifically, the program includes an annual interview session in which employees discuss their career vision and plan with their superiors as well as a career design training session for employees who have reached important milestones in which they deepen their understanding of themselves through self-analysis. The career counseling system established in 2006 also helps employees develop their careers through counseling on career building in general.

Enhancing training focusing on business globalization

The OKI Group has developed different training curriculums for different job functions through which employees can learn basic knowledge about their jobs, latest methods and theories, and so on in a phased, systematic manner. Approximately 200 compulsory or designated courses as well as over 450 elective courses are offered every year.

In the fiscal year ended March 2007, we introduced a designated training program for employees likely to be directly involved in global operations in the future. The curriculum of the program includes not only language lessons but also courses on foreign cultures, diversity and business communication skills. In the fiscal year ended March 2008, new courses about doing business in China were added to the program.

Efforts for Revitalizing Employees

Each company of the OKI Group has made various efforts, other than training programs, to revitalize its employees.

OKI Engineering Co., Ltd. organized a cross-functional team in 2005. Comprised of members selected from different functional divisions, the purpose of the team is to revitalize their workplaces through the examination of the company's business challenges. The team has met on a regular basis to discuss the business challenges. This regular meeting is attended by top executives every time. The team members have extracted cross-organizational problems, and actively exchanged opinions with people from different functional divisions and at different hierarchical levels for two and a half years. These activities have allowed each team member to build up and expand a network of connections, and enabled other employees to address the challenges from a company-wide perspective. The activities of the team have also made employees in each functional division more interested in the problems, encouraged them to organize proactive activities to solve them, improved their motivation, made the existing business processes more efficient, and facilitated cooperation across different functional divisions.

Efforts for the Development of the Next Generation

Creating an Environment That Helps Develop the Next Generation

In compliance with the Law for Measures to Support the Development of the Next Generation enacted in April 2005, OKI formulated a two-year action plan to be implemented in 2007. The purpose of the plan is to help its employees balance work and child rearing.

Believing that the creation of a supportive environment was indispensable for the implementation of the plan, OKI compiled a booklet titled "Balancing Work and Family Life" in July 2007. Featuring a message from the top executives, this booklet describes the plan in an easy-to-understand way. Copies of the booklet were distributed to all employees. In order to encourage male employees



Booklet titled "Balancing Work and Family Life" for employees

to participate in child rearing, OKI has applied for the Program to Promote the Involvement of Male Workers in Child Rearing organized by the Japan Institute of Workers' Evolution. As a result, OKI was certified as a firm that promotes the participation of male employees in child rearing by the Tokyo Office of the Institution.

Introducing Programs for Promoting Work-Life Balance

In order to help its employees balance work and family life, OKI has offered various supporting programs and systems about childbirth, child rearing and nursing care. OKI has also allowed flexible working hours for people having young children or family members requiring nursing care. OKI's employees are allowed to take leaves for childbirth, child rearing, nursing care or other purposes that are longer than those stipulated by law. In case of "Special Leave for a Particular Purpose," employees are allowed to take a leave of absence up to 50 days for medical care for themselves or nursing care for their families, and up to 30 days for other purposes including social action programs, education and school events. While other companies of the OKI Group have also introduced similar programs and systems, an increasing number of male employees are taking advantage of this system for child rearing.

Descriptions of programs and systems to promote work-life balance
<http://www.oki.com/en/csr/csreact/emp/nextgnrt.html>

Promotion of Diverse Work Styles

Adoption of Telework on a Trial Basis

OKI launched a project to adopt telework on a trial basis at OKI System Center in Warabi, Saitama in December 2007. The purpose of this trial adoption was to test the effectiveness of telework in terms of the promotion of work-life balance and the improvement of operational efficiency. Sixteen employees were selected for this project. They were deemed suitable for telework due to their need for child rearing or nursing care, or because of the types of their work. They worked at home once a week for a period of six months.

The results of the project are currently being examined and evaluated by the persons tested, Human Resources and General Affairs Division, and the labor union from different perspectives. In the fiscal year ending March 2009, OKI will examine the possibilities of adopting telework officially based on their evaluations.

Initiatives for Occupational Health and Safety

Initiatives by Safety and Health Committees

OKI has set up a Safety and Health Committee in each district. Comprised of representatives from the company and the union, the committee establishes and enhances systems for occupational health and safety in accordance with the working conditions in the district, formulates plans to prevent industrial accidents, patrols workplaces, offers educational programs on occupational health and safety. In order to raise awareness of safety and health across the company, representatives of local Safety and Health Committees meet at the Central Safety and Health Committee, and share the results of their activities and efforts.

OKI's industrial accident frequency rate*¹ and severity rate*² in the fiscal year ended March 2008 were both 0.00.

*¹ Industrial accident frequency rate: Fatalities and injuries caused by industrial accidents / Total hours worked x 1,000,000

*² Industrial accident severity rate: Working days lost / Total hours worked x 1,000

Promotion of Safety Education at Manufacturing Sites

In order to improve safety management at its manufacturing sites, the OKI Group conducts a safety inspection every year in which a team of inspectors from the headquarters check the safety management of each manufacturing site in terms of "occupational health and

safety," "disaster prevention" and "environmental protection" based on a set of standards shared across the group. Inspectors not only point out things to be improved but also offer information on outstanding efforts made by other



Safety inspection in China

manufacturing sites. In this sense, the inspection has been used as an opportunity of safety education as well. The problems discovered by such inspections and the measures implemented to solve them are reported to the OKI Group Safety Management Liaison Committee, a committee comprised of representatives from the production divisions of group companies, and shared across the group.

In the fiscal year ended March 2008, the OKI Group enhanced safety education at overseas manufacturing bases by adding two manufacturing sites in China to the inspection list and gave lectures on CSR-related efforts asked for in the global supply chain.

Mental Health Promotion Across the Group

In order to promote the mental health of its employees, the OKI Group formed the Mental Health Care Working Group as a special subcommittee of the Central Safety and Health Committee. The working group has established some systems to promote selfcare and organized training programs about mental health.

In the fiscal year ended March 2008, Mental Toughness Orientation Program (MTO), a stress management tool, was introduced to all group companies in Japan. As a result, approximately 10,000 employees are able to check their stress level and get appropriate advice off hand.



Stress level check by MTO