

Human Resources Strategy

Strengthening Human Capital Management to Drive Value Creation

The OKI Group regards human resources as one of its most important forms of management capital in its efforts to respond to changes in the social environment and achieve sustainable growth. Under the Medium-Term Business Plan 2025, we set a material issue of “transforming into a corporate culture that continuously creates value,” and one of the key themes under this is to “promote initiatives that enable diverse talent to proactively thrive.” OKI has been advancing diversity and inclusion, supporting talent development, fostering an organizational culture that promotes job satisfaction, and creating a pleasant work environment, so that diverse talent can align their goals with those of the organization and take on challenges and grow.

In fiscal year 2023, we first focused on enhancing the work environment with an emphasis on well-being as the foundation for enabling diverse talent to thrive. This led to improvements in employee satisfaction regarding ease of work and job fulfillment, but we also recognized the need for further efforts to enhance the work environment. Additionally, we have been strengthening initiatives to support the growth of leadership talent for future management as well as those supporting our business strategy related to innovation and globalization.

In formulating our human resources strategy to pursue the business strategy, we will quantitatively assess the gap between our current situation and future goal, identify challenges, and address them in order to strengthen the alignment between our human resources and business strategies. Throughout this process, we aim to foster a mindset of transformation and behavioral change among employees, embedding this within our organizational culture, ultimately driving value creation.

<p>Strengthening alignment between business strategy and human resources strategy</p>	<ul style="list-style-type: none"> ■ Securing and creating growth opportunities for talent to support stabilization businesses, growth businesses, and future businesses <ul style="list-style-type: none"> • Strengthening talent in new areas, new technologies, and global domains • Promoting and providing learning opportunities to motivated and high-performing individuals • Acquiring highly specialized talent aligned with business strategies and promoting collaboration and co-creation with external partners such as venture capital firms
<p>Foundation development (Fostering a transformation mindset)</p>	<ul style="list-style-type: none"> ■ Developing leadership talent to drive transformation ■ Strengthening the environment for “full participation innovation” <ul style="list-style-type: none"> • Establishing a system for developing innovation talent and supporting their growth ■ Developing organizations based on dialogue
<p>Foundation development (Work environment)</p>	<ul style="list-style-type: none"> ■ Creating an environment where diverse talent can proactively thrive (achieving OKI Well-Being) <ul style="list-style-type: none"> • Introducing a grading system for senior employees • Expanding various childcare-related systems (extended leave, support systems for caregivers, etc.)

Evolving Human Capital Management—Maximizing Talent Value toward the Ideal Future

To further enhance the alignment between our human resources strategy and business strategy, it is essential to implement initiatives dynamically after formulating a plan for the quality and quantity of the human resources portfolio, taking into account the gaps between the current situation and future goal in response to changes in the business portfolio.

To achieve this, we will clarify the requirements for the talent needed in alignment with the business strategy and ensure we can quickly and accurately assess our workforce. Additionally, we will foster an environment where diverse talent can come together, work autonomously, and work with enthusiasm. By enhancing OKI’s appeal to the talent we seek and further improving employee engagement, we aim to fully promote diversity and inclusion.

With this understanding, we will continue to develop various systems that support human resource management, while also enhancing and implementing initiatives such as acquiring the necessary talent to achieve the business strategy, developing talent to accumulate and cultivate essential experience and skills, supporting employee growth, and fostering a fruitful organizational culture. We will also focus on promoting young talent.

By advancing initiatives that encourage diverse talent to excel, support employees in proactively managing their careers, and maximize organizational performance, we will realize our material issue of “transforming into a corporate culture that continuously creates value.”

