

Human Resource Management

Basic Approach

The OKI Group regards human resources 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.

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.” To drive strategies such as promoting innovation and restarting global initiatives, and to contribute to value creation, it is essential to foster a culture where employees can proactively take on challenges, realize diversity in talent, and provide opportunities for diverse experiences and learning. We aim to further strengthen the alignment between human resource management and business strategy, while enhancing our efforts and investment in talent through the unified approach of the One Team initiative across the Group.

Structure

The Human Resources & General Affairs Division, one of the corporate divisions, formulates human resources strategies and specific initiatives aligned with business strategy. In collaboration with various business divisions and OKI Group companies, it promotes initiatives such as fostering organizational culture, enhancing diversity, and managing human resources systems.

Vision for Various Initiatives

■ Diversity and Inclusion

We are striving to create a workplace where individuals, regardless of gender or other attributes, with diverse experiences, knowledge, and skills can thrive and achieve well-being. By fostering open and frank discussions that bring together different perspectives and ways of thinking, we are working on initiatives related to diversity and inclusion (D&I) with the aim to drive value creation and personal growth. Our initiatives to enable diverse talent to thrive are promoted based on this approach to D&I.

• Realizing OKI Well-Being

To enhance both the ease of work and job satisfaction for each employee, we define OKI Well-Being as a state in which a psychologically safe workplace, mental and physical health, and fostering of job satisfaction are achieved, working to create an environment where diverse talent can take on challenges with a positive attitude.

• Growth for Each and Every Employee

To support the growth of each and every employee by visualizing their individuality, skills, and career, it is essential to establish an information system that can centrally gather, visualize, and analyze various types of personnel data. With the aim of better understanding the talent portfolio, examining employee development initiatives, and utilizing this information for placement and growth, we are working to further enhance our talent management system.

Initiatives for Material Issues and Results

Material Issue	Key Initiative Theme	Initiatives for FY2023 to FY2025	FY2023 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: 53%
		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: 5.1%
		Fostering Innovation Talent Establishing a system for selecting and developing talent in line with the innovation talent development plans of each department	High-potential innovation talent: 111 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 147 participants
		Fostering AI Talent Conducting practical prompt training and ideathons to safely and effectively leverage generative AI	Over 3,500 employees using the internal generative AI platform OKI AI Chat System (as of August 2024)

System of Initiatives



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Initiatives for Fostering an Organizational Culture Where Employees Can Proactively Take on Challenges

We are committed to realizing OKI Well-Being by improving both the ease and satisfaction of work for each and every employee. In particular, we are focusing on creating a culture where employees can take on challenges proactively and on enhancing organizational performance.

	Target	FY2023
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%	53%

Organizational Development based on Dialogue

To foster a culture where employees can take on challenges proactively, we are encouraging behavioral change among all employees through organizational development activities conducted by each organizational unit, based on open and transparent dialogue, as well as through cross-organizational initiatives such as collaborative spaces designed for exploration and growth.

Promoting Organizational Development

Planned and collaborative initiatives based on dialogue, aimed at maximizing the potential of individuals and organizations, achieving organizational goals, and enhancing well-being

Department Workshops

Each department takes actions aligned with the organizational development process to work towards achieving their 'desired vision' and drive organizational transformation.

Expansion and Spread of Collaborative Spaces

A place for open, honest, and serious dialogue about questions that don't have immediate answers

Off-site Meetings

Voluntary employees from various departments come together in these collaborative spaces to share concerns, deepen mutual understanding, and work toward transforming the organizational culture.

Improving Organizational Performance Through Diversified Management Roles

A new grading system has been introduced for management positions, dividing roles into three categories based on responsibilities. Management roles now consist of: (1) Management positions, where individuals serve as team leaders focused on maximizing organizational performance, (2) Professional positions, which take the lead on key organizational challenges and value creation, and (3) Expert positions, responsible for specialized tasks. This clear definition of roles and responsibilities is aimed at strengthening organizational performance. At the same time, we aim to place the right people in the right roles according to each individual's aptitude and career aspirations, and we also promote younger employees by appointing them based on their ability, suitability, and expertise, regardless of age.

Managerial Positions and Roles under the New Grading System

Management Position

As line managers, they are responsible for driving organizational performance and developing talent to lead the future.

Professional Position

These leaders take charge of important issues and value creation in the organization and set their own goals to achieve them.

Expert Position

They lead the resolution of organizational issues and perform specialized work and project management.

Creating an Environment for Diverse Human Resources to Proactively Take on Challenges:
<https://www.oki.com/global/sustainability/social/emply/culture.html>

Initiatives for Diversifying Talent

We are striving to create a workplace where individuals, regardless of gender or other attributes, with various experiences, knowledge, and skills can thrive. To achieve this, we are promoting the advancement of women and the recruitment of external talent.

Promoting Women's Participation and Advancement in the Workplace

In order to help incrementally motivate female employees from the early stages of their careers, the OKI Group conducts career training for female employees in their fourth year of employment as well as selective leadership strengthening training. OKI aims to increase the female management ratio to at least 5% by April 2026. 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.

	Target	FY2023*
Female management ratio (OKI)	5% or higher	5.1%

* Results as of April 1, 2024

Mid-Career Recruitment

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

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

* Number of full-time mid-career hires in the OKI Group (Japan)

Acceptance of Side Jobs and Dual Employment

To incorporate talent with expertise that we do not have in-house, we introduced a system in fiscal year 2023 to accommodate side jobs and dual employment. This includes accepting highly specialized personnel on a project basis or for short-term employment in strategic areas.

	FY2023
Number of people accepted for side jobs and dual employment (OKI)	6

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.

	FY2023
Employment rate of persons with disabilities*	2.72%

* Aggregate figure for seven special subsidiary companies in Japan

Promotion of Diversity and Inclusion (D&I):
<https://www.oki.com/global/sustainability/social/emply/diversity.html>

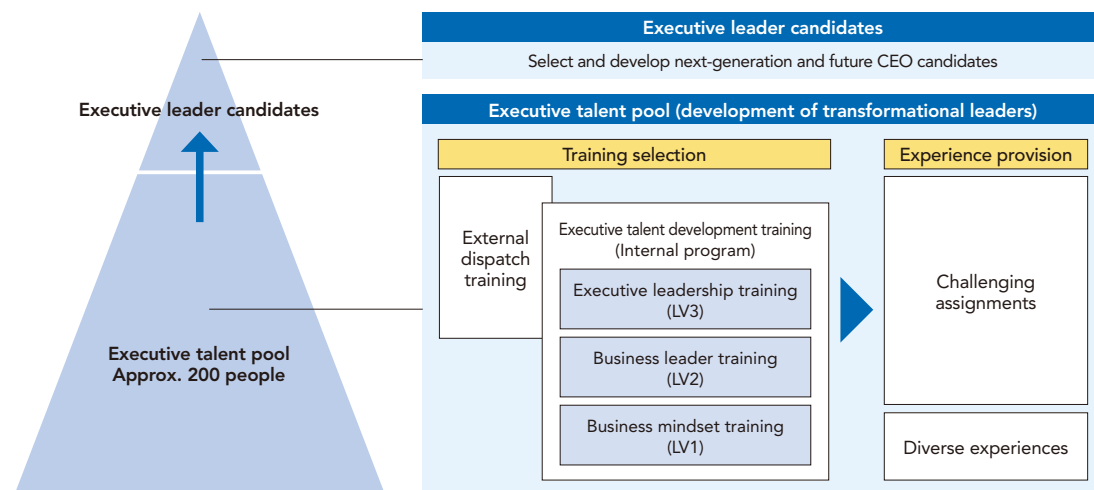
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Initiatives to Support Employee Growth

To support each employee's independent challenges and growth, we are expanding various learning opportunities such as career design systems, training programs, on-the-job training (OJT), and e-learning. Additionally, we are establishing various talent development frameworks required by our business strategy, shining a spotlight on motivated and hardworking individuals, and focusing on supporting their growth. These employees will be selected for key roles across various situations. Furthermore, we are creating new opportunities for diverse experiences and learning, with a focus on the early development of younger employees.

Developing Executive Talent

The development of executive talent involves identifying potential individuals and placing them in an executive talent pool. These individuals are nurtured to become transformational leaders through a combination of internal and external training programs tailored to different levels, as well as through challenging assignments that provide them with valuable experience.



Strengthening the Management Skills of Managers

To effectively implement the new management grade system, we have revised the 360-degree feedback (multi-perspective evaluation) process and the manager training programs.

Revision of 360-degree Feedback (Multi-perspective Evaluation)

Starting from fiscal year 2023, we revamped the 360-degree feedback system by tailoring questions based on specific roles. This approach highlights weaknesses that individuals may not notice themselves, encouraging behavioral change.

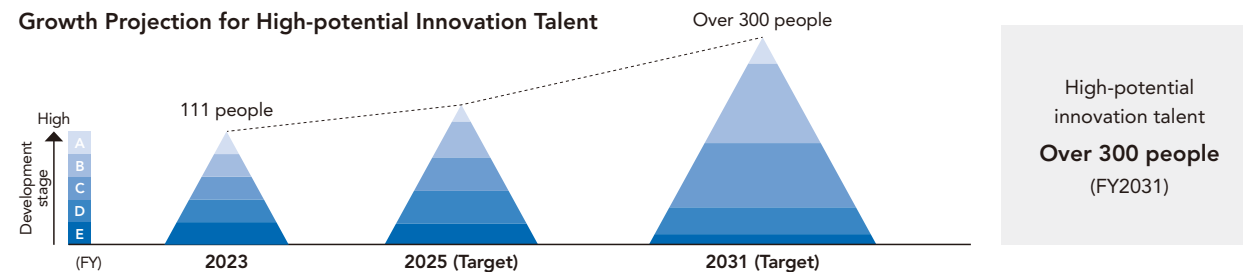
Revamp of Manager Training

To help address the weaknesses identified through 360-degree feedback, we introduced new management and leadership training programs starting in fiscal year 2024.

Fostering Innovation Talent

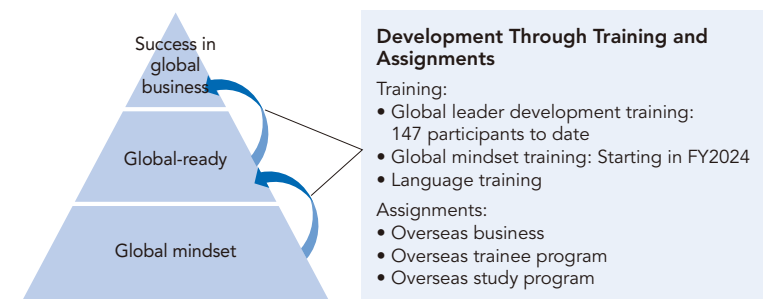
We define individuals capable of driving and accelerating innovation activities as high-potential innovation talent. Based on their innovation skills and experience, we categorize their development into stages from A to E, aiming to increase the number of higher-level talent.

Growth Projection for High-potential Innovation Talent



Development of Human Resources to Work Globally

To strengthen the Company's global business efforts as a whole, with all hands on deck, we are working to shift employees' mindset toward global business. We are also aiming to foster talent who can adapt to language, business practices, and cultural differences through training, strategic assignments, and rotations, enabling them to thrive on the global stage.



Fostering AI Talent

To enhance the value of solutions through AI utilization, OKI has been developing personnel in each department who can leverage AI. Starting in fiscal year 2023, OKI introduced its internal generative AI platform, the OKI AI Chat System, and began efforts to train employees on utilizing generative AI safely and effectively.

	Sales & Promotion / Business Operation Divisions	SE Division	Development / Production Divisions
Practical	Practical skill development		
	Sales AI training	AI business education	AI technology education
Foundational	Generative AI utilization training		
	AI literacy education		

Employees using the OKI AI Chat System
Over 3,500 people
(as of August 2024)

Initiatives for Human Resource Development:
<https://www.oki.com/global/sustainability/social/emply/promotion.html>

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Initiatives for 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.

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. Our goal is to enable each employee to take childcare leave or time off in a way that suits their individual circumstances. In April 2024, we further expanded our support programs for balancing work and childcare.

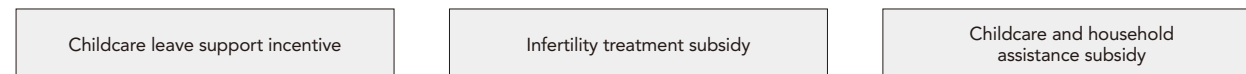
Baby8 Leave is a system that allows employees raising children up to the age of two to take up to 40 days (8 weeks) of paid leave.



Baby8-chan
Character to Promote
Childcare Leave by Men

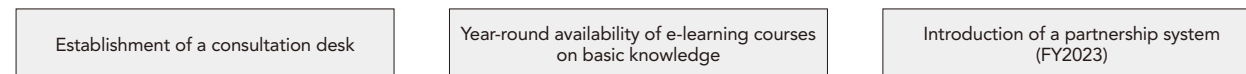
	April 2026 Target	FY2021	FY2022	FY2023
Paternity leave and childcare leave acquisition rate (OKI)	50% or higher	52.9%	81.7%	78.6%

Key System Enhancements for Fiscal Year 2024



Creating a Safe Working Environment for Sexual Minorities

We are implementing various initiatives to ensure that LGBTQ individuals can work comfortably and fully utilize their abilities.



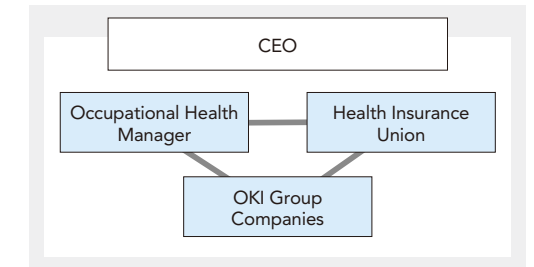
Initiatives for Everyone to Work in Their Own Ways:
<https://www.oki.com/global/sustainability/social/emply/swl.html>

Promoting Health Management

Recognizing that ensuring the physical and mental health of its employees is essential for Company management, the OKI Group aims for each and every employee to fully demonstrate their abilities by staying healthy, in both body and mind. Under the OKI Group Health Management Declaration, the Group is united in promoting health management.

In collaboration with industrial health staff and the health insurance union, under the "Collabo Health" framework, the OKI Group analyzes shared data to set key management target indicators from three perspectives: "body," "mind," and "awareness." The Group is dedicated to preventing illness and promoting health for both OKI Group employees and their families.

Health Management Promotion Framework



Key Health Issues Results (OKI)

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

* 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

Promoting Occupational Health and Safety Activities

The OKI Group 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.

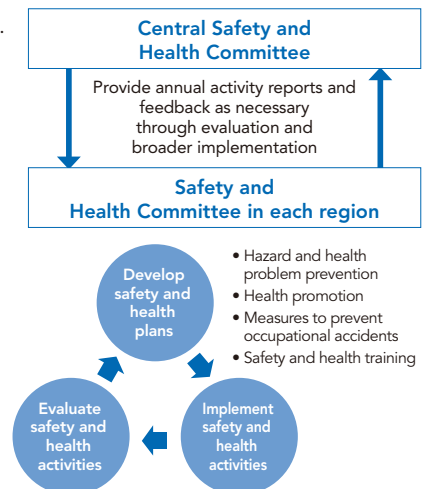
The Central Safety and Health Committee is held once a year to evaluate and expand the activities of each region. We will continue to promote efforts with the aim of achieving zero workplace accidents.

In 2023, OKI's incidence rate of occupational accidents*1 was 0.00 (electric machinery/equipment manufacturing industry's average in Japan: 0.54) and severity rate of occupational accidents*2 was 0.00 (electric machinery/equipment manufacturing industry's average in Japan: 0.01).

*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.

Structure for Occupational Health and Safety Promotion



Initiatives for Health Management, Occupational Health and Safety:
https://www.oki.com/global/sustainability/social/emply/health_safety.html