

## Evolving Our Corporate Culture

# An Evolution in Corporate Culture

As part of our transformation, we are working toward the realization of a Healthy Organization. To achieve this, we need to look at both the needs of the Company and the day-to-day experiences of our employees. When these two elements are balanced, our organization is healthy and we can maximize our potential. By creating a culture in which each and every employee can perform at their best, we believe that we will be able to grow sustainably and realize Our Purpose: “Making people’s lives healthier, safer and more fulfilling.”

### Our Ideal Corporate Culture

Olympus believes that a Healthy Organization and the leaders who support that culture will be important factors in providing momentum toward the realization of our corporate strategy. We define our aim for a Healthy Organization as

“Committed to delivering Olympus’ Purpose by creating a working culture where everyone is empowered to perform their best” and we consider there to be six dimensions which is necessary to bring it to fruition. We are currently advancing initiatives at the global level to further improve those six dimensions.



The six dimensions necessary to achieve a Healthy Organization and Our Core Values

### How We Are Bringing a Healthy Organization to Life at Olympus

We aim to build a globally common HR system and develop talent to support becoming a Healthy Organization. We also

believe that it is important to develop talent with leadership competencies for global success to achieve our corporate strategy. We are conducting training to strengthen our executive talent pipeline, continuously develop human resources, and strengthen leadership and execution competencies.

Initiative	Overview and Vision of the Future	Progress and Future Measures
Talent and Succession Management <b>1 4</b>	<ul style="list-style-type: none"> <li>Support sustainable corporate management and strengthen executive talent pipeline by putting the right talent in the right position</li> <li>Build global succession pools and develop talents to ensure we have the right global talent with the right experience at the right place</li> </ul>	<ul style="list-style-type: none"> <li>Complete to implement the process of talent and succession management for executive officers and global division/function heads (GDFH), and annually revise and discuss about talent pipeline</li> <li>Work on talent and succession management and systematic assessments, as well as talent development in positions below GDFHs</li> </ul>
Global Leadership Competency Model (GLCM) <b>1 4</b>	<ul style="list-style-type: none"> <li>Support the development leadership skills by defining 10 competencies that describe the most important mindsets and behaviors for Olympus leaders</li> </ul>	<ul style="list-style-type: none"> <li>Global rollout of GLCM</li> <li>Launch global 360 feedback based on GLCM</li> <li>Hold training programs globally</li> </ul>
Global Learning and Leadership Development <b>1 4</b>	<ul style="list-style-type: none"> <li>Create an organizational culture where people are inspired and empowered to grow professionally as well as personally</li> <li>Support global leaders’ career development</li> </ul>	<ul style="list-style-type: none"> <li>Design and deliver top leadership programs and acquire critical businessperson skills to demonstrate global leadership</li> <li>Implement training to strengthen leadership competencies</li> </ul>
Global Levelling <b>2</b>	<ul style="list-style-type: none"> <li>Clarify the vertical and horizontal relationship of jobs across Olympus by assigning levels to management jobs according to the size of the role of each position</li> </ul>	<ul style="list-style-type: none"> <li>Harmonization of leadership compensation structures</li> <li>Apply the programs and policies gradually as they are introduced</li> </ul>
Global Performance Management Harmonization <b>4</b>	<ul style="list-style-type: none"> <li>Transition to a globally integrated assessment system covering all regions from regional- and country-specific systems</li> <li>Foster an organizational culture that facilitates feedback and learning while enabling the right person to be in the right position globally</li> </ul>	<ul style="list-style-type: none"> <li>Complete the design and the process of target setting, mid-year check, appraisal</li> <li>Prepare for implementing the training program and building the system of performance management</li> </ul>
Globally Integrated HR Management System <b>2 4</b>	<ul style="list-style-type: none"> <li>Implement HR management systems that were dispersed by region into one unified global HR system to support HR operation globally</li> </ul>	<ul style="list-style-type: none"> <li>Complete aggregation of basic employee data</li> <li>Continue efforts to aggregate various HR information such as performance and training management</li> </ul>
Japan HR Reform <b>1 4 5</b>	<ul style="list-style-type: none"> <li>Integrate into one, common job-based HR system for both managers and non-managers</li> <li>Achieve fairer placement of “the right person for the right job” through harmonization of personnel standardization</li> </ul>	<ul style="list-style-type: none"> <li>Come to an agreement with the labor union on the revised personnel system for non-managers and begin the implementation process</li> <li>Implement and prepare the grading and performance management system as a common framework linked closely with the global standard</li> </ul>
Standardization of Basic Work Procedures <b>1 2 3 4 5 6</b>	<ul style="list-style-type: none"> <li>Create a range of easy-to-apply Practices for diverse situations and issues that will support managers and teams in their daily business to become a healthy organization</li> <li>Provide in-person trainings, live-virtual workshops and e-learning to develop global common ways of working and strengthen everyone’s ability to execute</li> </ul>	<ul style="list-style-type: none"> <li>Create and share Practices</li> <li>Global e-learning launched in July 2021</li> </ul>
Master Class <b>3</b>	<ul style="list-style-type: none"> <li>Keynote speeches by external experts who provide outside-in perspectives on latest trends in the medtech industry, leadership challenges and personal development impulses</li> </ul>	<ul style="list-style-type: none"> <li>Conducted monthly for approximately 300 global top leaders, mainly global senior management</li> </ul>

Evolving Our Corporate Culture

**Our Core Values Survey**

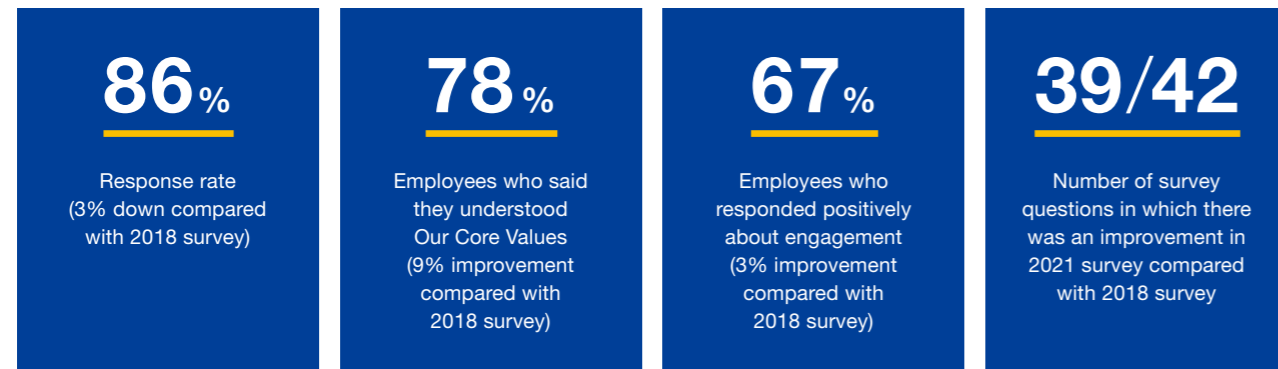
The Olympus Core Values Survey represents an important employee engagement tool that supports our aim to create a Healthy Organization. It is a way to listen to employees and understand their experiences and expectations.

From August to September 2021, we conducted the first Our Core Values Survey in three years. The survey was translated into 18 languages and administered across 43 countries and regions, attaining an overall response rate of 86%. Improvements could be seen over the previous survey with 78% of employees responding that they understood Our Core Values, and 67% of employees answering

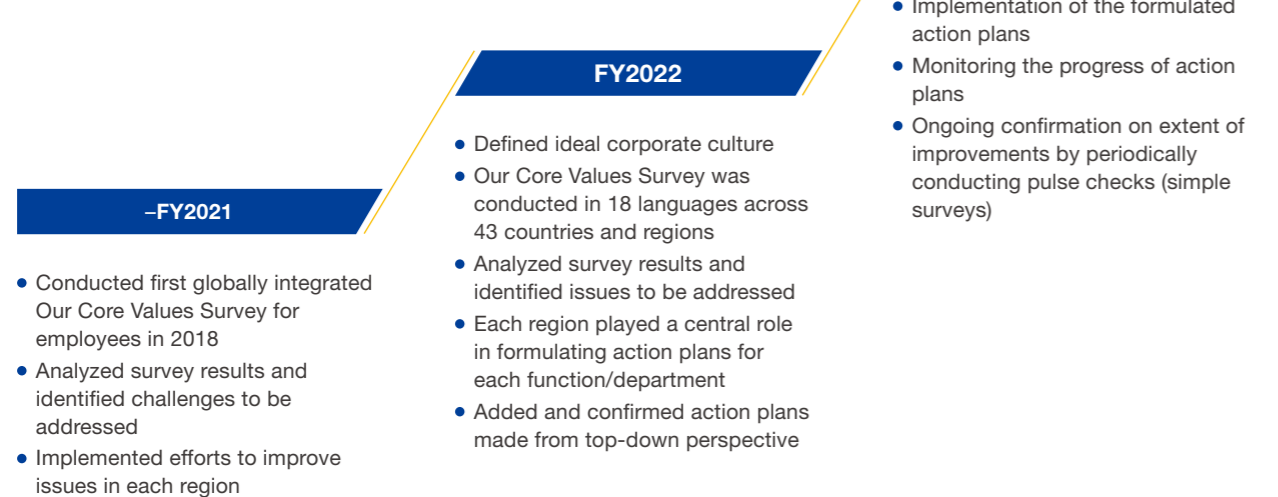
positively with regard to engagement. In addition, of the 42 items in the survey, 39 showed an improvement from the previous survey, and thus we believe we are making steady progress with our efforts to improve our corporate culture.

Based on the survey results, we are currently formulating action plans globally to close the gap between the target state of the organization and the current status from both the top-down and bottom-up perspectives at multiple organizational levels. Focusing on each region, we will take action to improve the issues identified from the survey in each department and function. Going forward, we will aim to achieve a Healthy Organization by periodically monitoring the progress of the action plans and the extent of improvements.

**Results for 2021 Survey (Worldwide)**



**Changes in Our Core Values**



**Follow-up Measures for Our Core Values Survey**

To establish the Healthy Organization that we are aiming for, we are introducing actions as tools that can be put into effect immediately at each workplace. To help employees and managers facilitate that immediate action, we have made open access to the tools via the Company Intranet. The topics covered include: building a team with higher communication skills; improved feedback to both team members and managers; tips and tricks to improve work-life balance; and how to hold more efficient meetings, among others.

For example, to accelerate collaboration across departments and regions, we launched an initiative called "Olympus Exchange" in 2021 with the aim of sharing knowledge and information across departments. For each session, employees give presentations on a certain theme and coworkers from all over the world are free to participate, thereby enabling them to gain a better understanding of the Company's business, market environment, and functions.



Example of an "Olympus Exchange" presentation

**COLUMN**

**Training to Foster Leadership Talent Who Can Succeed Globally**

At Olympus, we encourage global talent development opportunities for employees and leaders to build and expand their professional and personal skills while learning with and from each other. Our Global Leadership Development Programs will address the development of our Leadership Competencies and foster global collaboration among leaders to further grow together as an organization.

Moreover, we are providing training to all employees worldwide to strengthen their business, execution and leadership competencies, since we believe this is a key factor for ensuring organizational change. To date, about 6,000 employees have participated in this global training.

At Olympus we value the diversity of languages and cultures of employees in each country and region. We also believe that smooth international communication is essential as a global medtech company. In Japan, we are undertaking the Global Communication Skill Strengthening Program to improve English proficiency and support cross-cultural understanding. Since its launch in 2020, more than 4,500 employees have participated.



\*As of March 2022