

Relationship with Employees

Human Resources Initiatives

Making Maximum Use of the Capabilities and Expertise of Our Employees under the Concept of “Keep Mixed”

People are ORIX’s most important asset. We hire diverse human resources regardless of nationality, age, gender or work history, integrating their diverse values and expertise within our concept of a Fusion of Intelligence to create new value and workplaces where employees can fully use their capabilities. Specifically, we create fulfilling workplaces by establishing a working environment that respects diverse work styles and embraces contemporary social conventions, and by reforming our human resource system. Moreover, we are enhancing training to offer opportunities for employees who embrace challenges and enable employees to excel internationally.



Initiatives to Realize Our “Keep Mixed” Concept

Promoting Diversity

We have promoted diversity by enhancing our system for work styles that accommodate the life stage of individual employees to empower them to demonstrate their capabilities, and we complement training that helps employees take the initiative in building their careers with proactive programs to help raise employee awareness. We also help women to excel and have been actively recruiting women since 1982, well before the Equal Employment Opportunity Act for Men and Women was passed in 1986. In line with the Act on Promotion of Women’s Participation and Advancement in the Workplace enacted in 2016, ORIX has formulated its Action Plan for Promoting Female Employee Participation as described below.

ORIX Corporation’s Action Plan for Promoting Female Employee Participation

Target	Increase the percentage of female employees in managerial positions by 5 points (compared with 2015) to 18% by 2020
Main initiatives	<ul style="list-style-type: none"> • Hire a certain number of female employees • Establish career plans that nurture female manager candidates and provide seminars and workshops for young female employees • Implement programs and training to nurture female executive candidates who will be responsible for the next generation

Improving Work-Life Balance

ORIX wants optimum workplaces in which all employees are empowered to fully demonstrate their individual capabilities. We therefore support flexible work styles so that men and women can excel long term.

• Promoting Work Style Reform

We launched our Work Style Reform Project in October 2016 under the direct control of the CEO. The goals of the project were to create a workplace that empowers diverse people to excel by improving productivity, and to engender a culture that accepts various work styles. Under the project, we set up a committee of about 100 front-line employees from 10 major Group companies, which considered issues and measures over a six-month period, and proposed about 80 measures to the CEO. We have been promoting reforms to realize these proposals since April 2017.

Personnel System

We are improving our personnel system so that it is better aligned with the life stage and career of employees. Moreover, we have a childcare and nursing care support system that goes beyond statutory requirements.

System objectives	System summary
Support pregnancy and childbirth	Short working hours during pregnancy, staggered pre-maternity hours, short working hours for prenatal and postpartum doctor visits
Support childcare	Childcare leave, childcare time, short working hours for childcare, nursing care holidays, subsidies for babysitters
Support nursing care	Nursing care leave, nursing care holidays, short working hours for nursing care
Support career development	Career Challenge, Career Change, internal job posting program, Self-Declaration for transfer, Career Select, transfers to accommodate a spouse transfer, spouse transfer leave, rehiring after a leave of absence, recruiting within the ORIX Group for senior employees
Promote work-life balance	Flex time, staggered working hours, incentives for short vacations to refresh and rejuvenate, days off for volunteering

Training System

We have various training programs to empower employees to fully demonstrate their individual capabilities.

System Objectives	Training summary
Strengthen human resource management and organizational development capabilities	Position-based training: Training that addresses the basic skill sets required for each level and career development that supplements and supports on-the-job training
Support employee self-development	Skill acquisition training: Programs to impart the business skills that help employees fully demonstrate their capabilities on the job and programs for acquiring expertise for particular jobs
Enhance management capabilities	Selection training: Training to nurture the next generation of ORIX leaders who will excel globally with cross-profession exchanges, on-the-job training at overseas subsidiaries, short-term overseas graduate school study abroad programs
Promote diversity (women)	Training to help women excel: Age- and profession-based career building seminars, programs for working mothers
Promote diversity (seniors)	Training for employees aged 50 and over: Career design training and interviews

Fact Sheet

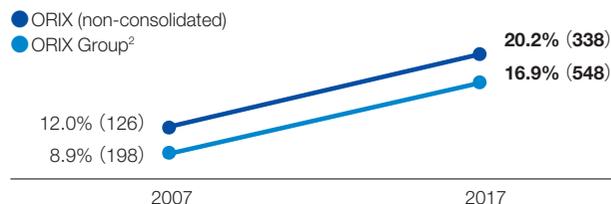
Employee Composition

(As of March 31, 2017)

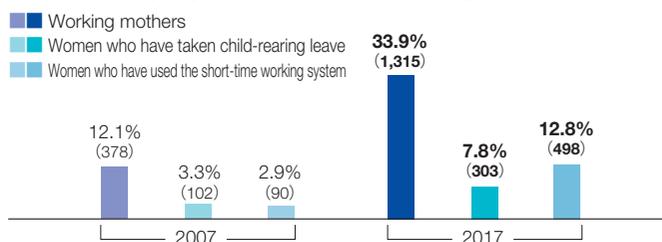


	Number of Employees	Proportion
Overseas (Female employees overseas)	8,268 (2,372)	24% (7%)
Japan (Female employees in Japan)	26,567 (8,732)	76% (25%)
Female employees	11,104	32%

Female Employees in Managerial Positions¹



Female Employees Who Are Working Mothers^{2, 3}



1. The percentages in "Female employees in managerial positions" represent the ratio of female managers to the total number of managers.

2. Applies to ORIX Corporation and domestic Group companies (a total of ten companies).

3. The percentages in the "Female employees who are working mothers" represent the ratio of female employees who are working mothers to total regular female employees.