

Evolving Our Corporate Culture

Our Target Corporate Culture

[Healthy Organization](#)

Healthy Organization holds true to Olympus' ambition to create a culture that empowers employees to fulfill Our Purpose: making lives healthier, safer and more fulfilling. Living Our Core Values and acting in line with those behaviors lays the foundation for a Healthy Organization. Additionally, five key enablers drive our employee promise: Growth & Development, Authentic Leadership, Inclusion, Reward & Recognition, and Work Environment.

To develop our culture and achieve Our Purpose, we must operate in a Purpose-driven manner, enabled by a People-centric perspective.

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[Our Vision of Human Capital Management](#)

Patient Safety & Quality Mindset

Acknowledging our responsibility to patients and customers as a global MedTech company, a patient safety and quality mindset must be deeply anchored in our organization and in the every day behaviors of everyone at Olympus. To ensure this, this work anchors patient safety in existing Olympus cultural frameworks, HR processes, and systems and endeavors to help all employees recognize the importance of patient safety and quality in their work and how their commitment to patient safety and quality supports our company strategy.

Global Site Engagement

We are very excited to launch Site Engagement in fiscal year 2026, starting with our Repair and Distribution sites. This effort is aimed at engaging with middle management and site leadership. We will work leaders in a series of sessions to discuss quality mindset, review and reflect on patient safety and quality actions over the last year and surface best practices. These sessions are designed to feel relevant, engaging and useful.



Quality Mindset E-learning

We will also launch a Quality Mindset e-learning later in fiscal year 2026 to further strengthen our focus on patient safety and quality more deeply into our ways of working and ensure lasting impact.

Patient Safety & Quality Workshop

The vast majority of people leaders from all departments and regions at Olympus conducted a Patient Safety & Quality Workshop with their team. The workshops deepened understanding of how patient safety and quality is integral to Our Purpose and how each of us can take action to bring a patient safety and quality mindset into our daily work routines.



Global Culture Network

The Olympus Culture Network is a global network, newly created in 2024, that drives Olympus culture initiatives forward. It is composed of approximately 240 members across regions and functions who embody Our Core Values and who are passionate about driving culture change at Olympus.



Culture network
Approx.
240
members



Regions
5

Employee Engagement Initiatives

Olympus has actively implemented and tracked measures from the last Core Values Survey, an all-employee engagement survey conducted in 2021. Since then, company-wide initiatives have since included site visits by Executive Officers, optimization of decision-making processes, monitoring and follow-up on employee work-life balance, and the creation and implementation of standardized Global Working Guidelines.

In November 2022, we conducted an interim Core Values Survey Check-in to assess the state of our organization. Based on the results, we reinforced and adjusted various activities to improve our culture and employee experience.

These efforts include the continuation and expansion of our Global Working Guidelines, helpful tools and practices to enable improved ways of working, as well as focused efforts within our R&D organizations, among others. Looking ahead, Olympus is developing a comprehensive, company-wide employee listening program that goes beyond traditional surveys.



2021	<p>Core Values Survey</p> <ul style="list-style-type: none"> ● Follow-up measures: Took action in each region to improve the issues identified from the survey
2022	<p>Interim Core Values Survey Check-in</p> <ul style="list-style-type: none"> ● Received warning letters from the U.S. Food and Drug Administration (FDA) ● Launched quality and regulatory transformation project <i>Elevate</i>
2024	<p>Our Core Values refresh</p> <ul style="list-style-type: none"> ● Conducted initiatives to activate new core values



Employee Listening Program

- Aim to empower employees to speak up and ensures their feedback is transformed into impactful actions.

Employee Listening Program

We are developing a comprehensive “Employee Listening” framework to enhance employee engagement, starting with the Core Values Survey and incorporating various methods to capture the wide range of employee voices. Through this framework, we actively collect feedback, analyze it from multiple angles, and translate it into impactful initiatives.

As an organization, we are committed to proactively listening and taking action to make Olympus a better place to work, where everyone feels empowered to speak up, regardless of their role or workplace.

Initiatives to Activate Our Core Values

Amidst the rapid changes in Olympus and the business environment around us, we refreshed Our Core Values in February 2024 to better suit our company’s ambition and changing customer and patient needs. Since then, Olympus has been implementing various initiatives to activate them among employees. These initiatives include, a new “Core Values Award” category in the Global CEO Awards, incorporation of Our Core Values into MyPerformance (global approach to performance management), references to Our Core Values in the top management messages and internal news, and deep-dive of Our Core Values in orientations and trainings. Our Core Values acts as a guideline for all Olympus employees in order to successfully deliver Our Purpose.

Our Purpose

Making people’s lives healthier, safer and more fulfilling

Our Core Values

 PATIENT FOCUS We put patients at the heart of everything.	 INTEGRITY We do the right thing.	 INNOVATION We look for new ways to make things better.	 IMPACT We take accountability and get things done.	 EMPATHY We care for one another and work together.
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Growth & Development

Employee Development 



At Olympus, we focus on learning with and from each other to build our professional and personal skills. If our people grow, the organization grows.

Building Skills for Success:

Employees and leaders can make use of self-paced individualized development offers (e.g., LinkedIn Learning), facilitated courses and e-learning to foster business and language skills (e.g., project management, presentation, decision-making, feedback), cross-cultural collaboration and career progression etc.

Building Expertise in the Chosen Field:

Exemplary offers include product and sales training for our salesforce, training for employees in manufacturing and repair, and the Marketing Academy.

Employee Development



19.8 h

Training hours per employee on average in FY2025*1



¥ 80,997

Training costs per employee on average in FY2025*1

*1 Olympus Corporation

Authentic Leadership

Global Leadership Competency Model

In 2019, Olympus introduced the Global Leadership Competency Model (GLCM), which highlights the key competencies that leaders need to role model to deliver against our strategy and achieve our goals. This model was first applied in Talent and Succession Management for global key roles.

Since 2021, it has been expanded and rolled out to all management positions. The model is applied, and hiring/selection, talent and succession management, learning and development. The GLCM sets the foundation for our global leadership development offers.

Global 360 Feedback

Our leaders have opportunities to gather valuable insights on their leadership, their strengths, and development areas in our Global 360 Feedback process. Leaders receive feedback from direct reports, peers, and others with the purpose of deriving individual development steps. Since its introduction in 2022, approximately 1,300 leaders have successfully participated in the process and gained valuable insights for their role as Olympus leaders.

GLOBAL LEADERSHIP Competency Model



1,300

Number of leaders who have participated in the 360 Feedback process*2

*2 As of March 31, 2025

Inclusion

Inclusion 

Statement (Our Vision of Inclusion)

At Olympus Group, we envision a workplace where inclusion is seamlessly woven into our culture and business, empowering every individual to thrive. We are committed to fostering an environment where all people—regardless of background, identity, or experience—are respected, valued, and given the opportunity to reach their full potential.



Inclusion

Our Commitments

At Olympus Group, we are committed to fostering a culture where every individual feels valued, respected, and supported. As part of our global Inclusion strategy, we have outlined three core commitments that guide our efforts to create a more equitable*¹ and supportive workplace for all:



Equal*² Opportunities



Advocacy and Awareness



Family Life Support

*1 Recognizing individual circumstances and providing what's needed to achieve fair outcomes
*2 Providing everyone with the same resources or opportunities

Global Inclusion Promotion System

Olympus Group has established the role of Chief Officer of Inclusion (COI) as a key part of our global governance structure. This role was created to provide executive-level leadership and accountability for advancing inclusion efforts across the organization.



Wenlei Yang
Chief Officer of
Inclusion (COI)

Reward & Recognition

Global CEO Awards

The Global CEO Awards represent Olympus' most prestigious annual recognition, honoring outstanding projects and teams across the organization. Each year, nominations are submitted from across all regions and functions by senior management. The selected projects are characterized by their diverse team composition and inclusive nature, shining a spotlight on talent from all backgrounds.

The program introduced four award categories aligned with company strategy and Our Core Values from fiscal year 2025. This renewed structure has further enhanced the visibility and recognition of the awarded projects as role models across the Company. The initiative culminates in a global online ceremony open to all employees.



Work Environment



We are promoting hybrid ways of working that combine the close-knit communication of in-person interactions with remote work. To this end, we will create optimal office environments that encourage in-person communication.

TOPIC

Working to Strengthen Collaboration: O³ Project and Gemba Visit

Following the results of the Core Values Survey conducted in 2021, we have been working to strengthen collaboration. Here we would like to showcase two of those initiatives: the O³ (O-cubed) project and Gemba Visit.

O³ Project

Aiming for globally competitive and efficient corporate management, we are looking to move from an office-based work style toward providing appropriate styles and locations for employees according to the purpose and content of their work. This is an important project in the Japan region that aims to change the working style to one that is chosen by each individual or team.

Basic Concept for New Working Styles



[Olympus Open Ways of Working](#)

1 Promote New Ways of Working

- We encourage working styles that combine working from the office and home.
- We implement Activity-based Working (ABW), which allows employees to independently select their working environments according to the nature of their work.

2 Create Optimal Office Environment

- In April 2024, we consolidated all functions at the Hachioji facility, transforming it into our new global headquarters, thus creating the foundation for a leading global MedTech company with corporate, business and R&D functions integrated at a single site.
- Along with the consolidation of functions, we reorganized and renovated the Olympus Global Headquarters offices to support the Activity-based working style, providing an optimal environment for selecting a workspace based on the type of work to be executed.

3 Develop New Systems

- We are working to enhance our human resource systems and work regulations to ensure fair recognition and rewards for individuals who demonstrate expertise, deliver strong results, and show initiative—regardless of their background, experience, or personal circumstances.



Olympus Global Headquarters

Gemba Visit

The purpose of this initiative is for Executive Officers to visit the frontlines of operations, such as sales, R&D, manufacturing and offices (including new offices), to better understand the work, thoughts and awareness of issues faced by those who work there on a daily basis, thereby closing the gap between management and employees.

FY2023–FY2025 Achievements



280+

Visited branch offices, R&D sites, manufacturing sites, academic conferences, medical facilities, etc.



150+

Conducted face-to-face roundtable discussions with members from organizations that report directly to Executive Officers and across the organization



15+

Conducted online sessions that dug deeper into the personalities and backgrounds of Executive Officers

FY2025 Roundtable Discussion Survey Results

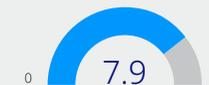
Encouraged colleagues to also participate in a roundtable discussion



The roundtable discussion was valuable



The roundtable discussion was interactive



Note: The results of an optional survey given to participants were compiled. Each question was rated on a scale from one to 10.

Key comments from roundtable discussion participants



- I was able to exchange frank opinions with an Executive Officer and colleagues from other departments, which deepened mutual understanding. It was a very meaningful and productive time.
- It was clear that colleagues from other departments who attended the same session were aware of the same challenges, and we were able to have constructive discussions about how to address those challenges.
- We were able to share thoughts to make Olympus better among participants, which led to increased engagement with Olympus and also increased our motivation.