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## **A Human Capital Approach That Brings Experience and Innovation Together**



Kaan Gürışık, Human Resources Leader at Mitsubishi Electric Türkiye, shared insights into the company's talent management strategies that blend experience with innovation, as well as the opportunities offered to young talent.

### **1. What types of programs have you implemented over the past three years to expand your talent pool?**

We operate in a highly competitive and rapidly evolving, technology-driven business environment. While experience is critically important, having innovative minds within our organization is equally vital from a human capital perspective. Our goal is to develop a people strategy that both retains experienced employees and blends this expertise with new talent.

With this objective, we place strong emphasis on our graduate recruitment programs to attract young talent. In addition, we have carried out extensive engagement activities with universities. We introduced our company and industry to students, sought to better understand their expectations, and took concrete steps accordingly. At the same time, we have made significant investments in human resources technologies that enable us to effectively manage all talent management processes.

### **2. As a result of these initiatives, by what percentage has your talent pool grown over the past three years? What proportion of your current workforce is included in this pool?**

We have implemented human resources practices designed to continuously enrich our talent pool with both existing and newly hired employees. Through our graduate programs and talent management system, we ensure that the talent pool remains dynamic and continuously evolving.

Currently, approximately 10% of our workforce is included in this pool. We place strong emphasis on continuously developing, renewing, and diversifying the talent pool to ensure that it remains a living and sustainable system. Creating an organization where employees feel happy and engaged is a key priority for us. To achieve this, we take concrete steps to foster a fair environment in which performance and potential are recognized and rewarded at the highest level.

**3. What are your plans to further increase this number in the coming period?**

We plan to expand our graduate programs and position them as a key driver of new talent acquisition within the company. In addition, we aim to develop alternative internship and working models for university students, creating opportunities where their skills, motivation, and aspirations can be realized within our organization.

Our objective is always to bring experience and innovation together in a well-balanced synthesis. To support this, we intend to firmly embed both mentoring and reverse mentoring practices across the organization. We will also strengthen international assignment programs that broaden the horizons of our graduates and provide them with global exposure. Our aim is for every young talent who joins Mitsubishi Electric Türkiye to truly experience what it means to work for a global organization.

**4. Is there an ideal ratio of talent pool members to total employees in your sector, in your view?**

In order to achieve our medium- and long-term corporate goals, we focus not only on the size of our talent pool but also on the efficiency and value created during the time individuals spend within it.

This need may vary depending on our strategic priorities and objectives; however, we consider an approximate ratio of 10% to be an appropriate target for our organization.