

Growing Together with its Employees

Creating an environment for diverse human resources and vigorously supporting employee development for future growth

Basic Concept

Konica Minolta knows that creating an environment in which diverse employees can maximize their individual potential is important for the growth of the Group. Thus, the Group actively provides opportunities for its employees, regardless of nationality or gender, to develop their abilities. It creates an environment where employees can thrive, by improving workplace safety, helping employees improve their mental and physical health, and promoting the idea of work-life balance.

Furthermore, with the aim of cultivating personnel who can play an active role on a global basis, the Group has designed various measures to meet the needs of each country. For improving the vitality of the entire Group, in addition to supporting the growth of individual employees, Konica Minolta is actively cultivating personnel who will lead the future of the Group.

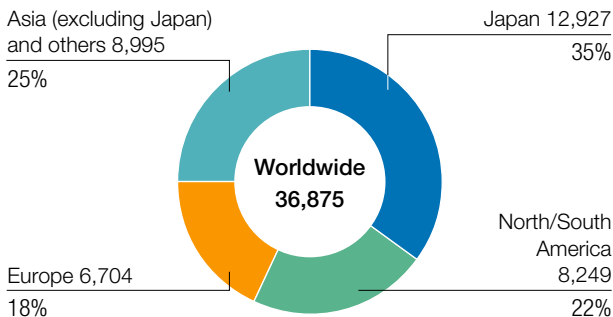
Creating an Environment Where Diverse Employees Can Succeed

Employee Diversity

Konica Minolta emphasizes the importance of equal opportunity and diversity in the hiring and compensation of employees, and does not tolerate discrimination based on race, nationality, religion, or gender.

At the end of fiscal 2008, Konica Minolta had 36,875 regular employees working for 86 companies in 27 countries.

Employee Composition by Region



(As of March 31, 2009)

Support for Women to Exercise their Capabilities

Konica Minolta rejects gender discrimination in every case, including hiring, compensation, training, and promotion, so that all of its employees are able to fully develop their capabilities. It promotes systems that support a work-life balance, and encourages the creation of work environments that prevent the incidence of harassment.

The active promotion of female employees into management positions will be an important issue for the Group going forward. To achieve this, Konica Minolta is planning to conduct training aimed at raising the level of interest in career development among female employees, and to promote the activation by building networks between female employees.

Cultivating and Promoting "Global Personnel"

As its business has become more globalized, Konica Minolta has endeavored to promote personnel management strategies aimed at cultivating and promoting employees with global business savvy.

As part of these efforts, measures are being implemented to strengthen personnel exchanges between Group companies in Japan and affiliated companies outside Japan, to develop employees' global business savvy and to encourage them to utilize it in everyday business activities.

Voice

I want to contribute to mutual understanding between business companies and sales companies

I was previously responsible for Solution Product Marketing at the European Sales Headquarters for business information systems. In March 2009, I was appointed to Solution Product Planning at Konica Minolta Business Technologies in Japan. Attending the decision-making processes in the Headquarter helped me better understand what kind of information from sales companies is leading to the most efficient results. Also, communicating the needs of the sales company to the business company can help promote a greater level of mutual understanding between the two organizations.



Jan Müller

Assistant Manager
Solution Division, Sales Headquarters
Konica Minolta Business Technologies, Inc.

Promoting Work-Life Balance

Konica Minolta is striving to provide various systems to support work-life balance to help employees maximize their capabilities in the workplace while also achieving a fulfilling personal life.

Group companies in Japan have adopted child-rearing support systems for men and women alike, including parental leave, shorter working hours for childcare, and child nursing-care leave, as well as a menu of other elective services. They also have systems of leave and shorter working hours for family nursing-care, which include support beyond that required by law. In fiscal 2008, the companies began a trial program that enables an employee to work at home during child-rearing, and are now preparing to fully implement this system.

Maternity Leave and Parental Support Programs Use

Number of employees taking maternity leave (Total number of regular female employees: 1,270)	53
Number of employees taking parental leave	104 women, 4 men
Number of employees using the system of shorter working hours for childcare	149 women, 0 men

* Fiscal 2008. Scope: Regular employees at the holding company, business companies, and common function companies in Japan.

Voice

I have successfully continued working after parental leave, thanks to the understanding and cooperation of my coworkers

After finishing my second parental leave, I am now involved in a software development project with dozens of engineers both within and outside the company. When my children were young, I was able to utilize the shorter working hours system and avoid long business trips. With the understanding and cooperation of my supervisors and colleagues, I was assigned the same kinds of tasks as everybody, and was able to make a smooth transition back to work.



Yoko Fujiwara
Staff Manager
Office Hardware Development Division
Konica Minolta Business Technologies, Inc.

Occupational Safety and Health

Occupational Safety and Health Management

Konica Minolta is working to promote Occupational Safety and Health Management Systems at each of its production bases. In fiscal 2008, two Group companies, located in China and Malaysia, received external certification.

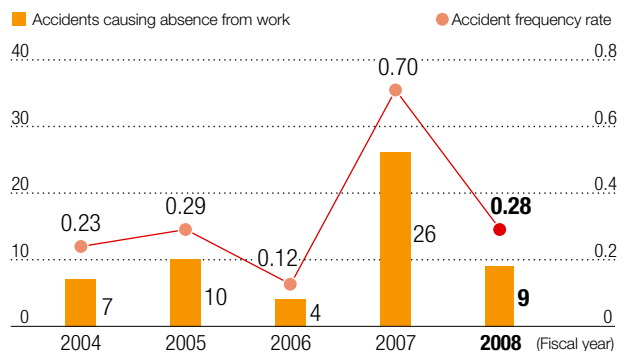
The Group is continuously strengthening its Safety and Health Achievement Program, which it developed independently to internally assess and improve its safety and health activities. In fiscal 2008, the Group set the targets for each site in Japan and implemented improvements toward the achievement of the targets. The program has also started at its production companies in China.

Accident Prevention Measures during Working Hours

In fiscal 2008, as in the previous year, Konica Minolta worked to identify risk factors and conduct risk assessments for equipment, facilities and operations at its general offices in addition to its production and R&D sites, and implemented measures in response to the assessments.

The company began collecting information on accidents that occurred during business hours primarily at its production sites overseas in fiscal 2007. In fiscal 2008, the use of a database that had been managed in Japan made it possible to achieve a more rapid response.

Accidents Causing Absence from Work, Frequency Rate



Scope: Regular and temporary employees at the holding company, business companies common function companies, and affiliated companies in Japan
Accident frequency rate: Number of people injured or killed due to occupational accidents per one million labor hours

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Career Building Support

Human Resource Development

Konica Minolta cultivates human resources through on-the-job development (OJD^{*}). To enhance training results, the Group conducts a variety of knowledge and skill development seminars, and position-based training for employees who assume new positions and roles. Educational programs to supplement those listed above are also being developed.

Konica Minolta also provides the selective training programs for the development of next-generation leaders and engineers.

^{*} OJD: A variation of on-the-job training (OJT). OJD refers to the development of abilities while facing real-life work challenges, under the guidance of a superior.

Business Leader Program

This program is designed to cultivate the future business leaders of Konica Minolta. The program is conducted every year for about 20 employees, particularly management candidates who have been recommended to the program by the presidents of Group companies. Over the course of one year, participants learn to develop the basic skills, business creativity, and entrepreneurial mindset needed in business management through experiential learning exercises and lectures. At the end of the course, the participants have a chance to present new business proposals in a meeting attended by corporate executives.

In fiscal 2008, English language sessions on cross-cultural understanding were added to the program for the purpose of improving the participants' sense of global awareness.



Business Leader Program

Challenge Engineers Forum

Every year, about 20 employees are selected to participate in this one-year program from among all the young engineers who apply. The governing board members are selected from the engineering departments of each of the Group companies. Under the guidance of the governing board members, participants attend various training sessions, and develop, research, and present proposals related to forward-looking topics. This forum plays a significant role in facilitating exchange activities among colleagues from different workplaces and areas of expertise.

Human Resource Development at Group Companies outside Japan

Konica Minolta Group companies around the world conduct various training programs based on their own human resource development policies.

For example, Konica Minolta Consulting (Shenzhen) Co., Ltd., which is responsible for procuring parts and materials for the Group's business information products in China, conducts position-based training and knowledge and skill development training in an effort to improve the skills of each and every employee.



A scene from an employee training course

Education and Training System Implemented at Konica Minolta Consulting, (Shenzhen) Co., Ltd. (excerpt)

Position-Based Training		Training for mid-level employees
		Training for production site managers
		Leadership development training
		Training for new managers
		Training for future executives
Knowledge and Skill Development Seminars	Standard education	ISO internal auditor education
		QCC Process / Management education
		On-site training / Quality assurance education
	Basic procurement knowledge	IT security
		Product knowledge
		Mechanical parts and processing knowledge
		Electrical parts knowledge
		Basic procurement knowledge (business negotiation skills)
	Business skills	Basic procurement knowledge (logistics / customs clearance)
		SCM
	PC application	
	ACCESS	
	Japanese language / English language education	