

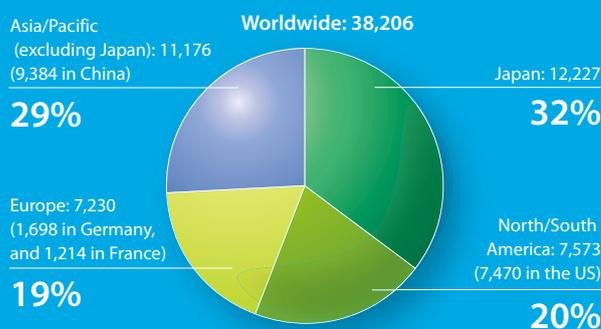


## Summary of CSR Activities in 2011

# Growing Together with Our Employees

With business operations in some 40 countries around the world, Konica Minolta employs a diverse group of people of different nationalities, cultures, and languages. The Group recognizes that creating an environment in which every member of this diverse team can maximize his or her potential is essential to its growth. Konica Minolta works to improve workplace health and safety throughout the Group, provides a workplace environment that allows opportunities for career growth to all regardless of race, nationality, or gender, and offers educational programs to develop human resources who can actively participate in the global business environment.

## Employee Composition by Region



(Total regular employees of consolidated companies, as of March 31, 2012)

## Major Themes, Goals, Plans and Results of Initiatives

### Self-assessment

☆☆☆:Result exceeded expectations ☆☆☆:Result satisfied expectations ☆:Not yet achieved

Themes	Fiscal 2011 Goals and Plans	Fiscal 2011 Achievements	Self-Assessment	Fiscal 2012 Plan
<b>Promoting occupational safety and health</b>	<ol style="list-style-type: none"> <li>Number of serious accidents*: 0</li> <li>Frequency rate of accidents causing absence from work: 0.1 or less</li> </ol>	<ol style="list-style-type: none"> <li>1</li> <li>In Japan: 0.39, outside Japan: 0.16</li> </ol> <ul style="list-style-type: none"> <li>Designated six model facilities for fundamental facility improvement for safety and implemented risk assessments</li> <li>Improvement of the system to prevent health problems due to overwork</li> </ul>	☆	<ul style="list-style-type: none"> <li>Analyze similar past accidents and Group-wide implementation of measures to prevent recurrence</li> <li>Increase the number of model facilities for fundamental facility improvement for safety outside Japan</li> </ul>
<b>Promoting diversity</b>	<ol style="list-style-type: none"> <li>Promoting a global workforce</li> <li>Increasing the number of women in management positions through the development of support measures for female employees</li> </ol>	<ol style="list-style-type: none"> <li>Aggressively hiring non-Japanese nationals into Japanese organizations and promoting interaction between employees at Group companies around the world</li> <li>Expanding leadership training for senior-level female employees</li> </ol>	☆☆	<ul style="list-style-type: none"> <li>Increase hiring of non-Japanese nationals and personnel interaction</li> <li>Implement individual training plans to help female employees advance to management-level</li> </ul>
<b>Personnel training and effective utilization of skills</b>	<ol style="list-style-type: none"> <li>Improving the personnel training system to create a global workforce</li> </ol>	<ol style="list-style-type: none"> <li>Expanding the Global Executive Program by utilizing the global personnel database</li> </ol>	☆☆	<ul style="list-style-type: none"> <li>Create a globally shared platform for personnel training and utilization of skills</li> <li>Adopt a foreign short-assignment training program for younger employees</li> </ul>

\*Serious accidents: 1. Death, diseases that require or may require long-term care, injuries that cause or may cause disabilities, and specific communicable diseases  
2. Accidents that cause three or more employees at one time to suffer on-the-job death, injuries or diseases (including accidents that do not cause absence from work)



About Konica Minolta > Sustainability > CSR Activities > Together with Employees



Respecting the Rights of Employees / Promoting Reform of Corporate Culture and Communication



# Promoting Occupational Health and Safety

In order to provide a work environment in which employees can remain both physically and mentally healthy, Konica Minolta is continuously working to improve health and safety levels throughout the entire Group.

## Preventing Accidents During Working Hours and Promoting the Prevention of Health Problems

In order to prevent accidents during working hours, Konica Minolta has outlined measures to address specific safety and health risks at each Group company and has implemented them within the Group. The Group has promoted safety measures in Japan and China, where there is a large concentration of production sites, but in fiscal 2011 there was an increase in the number of accidents causing absence from work both in Japan and overseas, with one serious accident occurring in Japan. In addition, the target frequency for accidents causing absence from work has not been reached.

Among the priority measures for fiscal 2012 are initiatives to prevent similar accidents and implementation of fundamental facility improvements for safety. An analysis of the trends related to the occurrence of accidents is being done on the types of accidents that are on the rise, and several measures are being

taken to counter them across the Group. These measures include facility and equipment measures, the creation of rules, and improvement in safety awareness. The Group is also working to establish a system to implement the fundamental facility improvements, an initiative launched in fiscal 2010. In addition, safety inspections and counter-measures to handle safety-related problems are being thoroughly implemented at workplaces where major changes, such as personnel or the type of work performed, have occurred.

### Implementing Fundamental Facility Improvements

Since fiscal 2010 Konica Minolta has been implementing fundamental facility improvements, an initiative to make facilities and equipment themselves safe and less prone to human errors, helping to prevent accidents even when human error does occur.

In fiscal 2011, six facilities in Japan that were either newly introduced or were existing facilities identified as being high-risk sites were chosen to become model facilities. Using the knowledge gained from this test run, a basic training course for technicians who are in charge of the safety design of facilities and equipment was created and training seminars were begun.

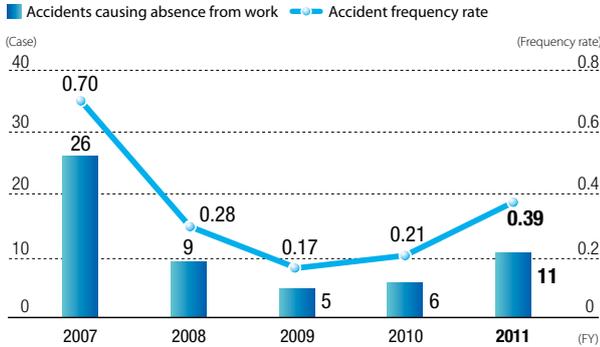
In fiscal 2012, the number of model facilities is being increased to include overseas production sites. These will be utilized to increase awareness of the initiative so that safer facilities could be further promoted.

### Consideration for the Health of Employees

Konica Minolta has implemented a variety of initiatives designed to create workplaces in which all employees can maintain good mental and physical health. Group companies in Japan are promoting the Medium Term Health Management Plan, which includes the following three priority measures: prevention of health problems caused by excessive work, mental health care, and prevention of lifestyle diseases.

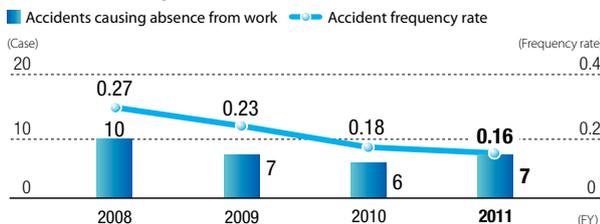
In May 2011, the president and CEO of Konica Minolta Holdings, Inc. issued the Konica Minolta Statement on Health, which outlines the Group's basic stance regarding the realization of safe and comfortable workplaces and calls on employees to work personally toward better health.

### Accidents Causing Absence from Work at Sites in Japan



\*Boundary: Regular and temporary employees at major Group companies within Japan  
\*Accident frequency rate: Number of people injured or killed due to occupational accidents per one million labor hours

### Accidents Causing Absence from Work at Overseas Production Sites



\*Boundary: Regular and temporary employees at major production companies in China and Malaysia  
\*Accident frequency rate: Number of people injured or killed due to occupational accidents per one million labor hours



## Promoting Diversity

Konica Minolta has in place a variety of measures designed to allow each member of its diverse workforce to make the most of his or her individual skills and aspirations.



Promoting Work-Life Balance / Hiring of Handicapped Employees

### Fostering a Corporate Culture That Values Diversity

A culture that fosters diverse, new ways of thinking is essential to an organization's ability to contribute new value to the increasingly diversified global society. That is why Konica Minolta promotes diversity and an organizational structure that allows employees from a variety of backgrounds and with widely varying ways of thinking to demonstrate their capabilities.

There are many examples of this policy in action. One is the fact that the number of foreign nationals employed at the main Group companies in Japan is increasing. Another is the fact that since fiscal 2010 the Group has had in place a variety of female employee career development programs designed to help women reach managerial level positions. Finally, the Group has adopted a variety of work-life balance systems that help support a broad range of ways to achieve a balance between the demands of work and personal life.

#### Building a Global Workplace

The major Group companies in Japan actively employ foreign nationals and recent college graduates who are Japanese and have lived outside Japan. Approximately 25% of the 111 people hired in fiscal 2011 were such "global employees."

The company plans to increase the percentage of global employees, and is working to increase the opportunities for employees at foreign Group companies to work in Japan and promoting interaction among employees around the world.

#### Training to Help Female Employees Advance to Management-Level

Though the percentage of female employees at the major Group companies in Japan is currently 19.7%, only 1.6% of these women are in managerial positions (as of March 31, 2012).

In order to increase the participation of female employees



At a Leadership Training course

at the managerial level, Konica Minolta has in place a training program known as Leadership Training for those women at the section chief level who show potential as managers. The Group also holds meetings to explain its promotion policy for female employees to the supervisors of the women chosen for this program and is implementing a support program with mentors other than the supervisors in charge of guidance and training. In fiscal 2010, 22 women took part in the program and 6 of those were promoted to managerial positions. In fiscal 2011, the program was expanded to include 28 women.

#### Support for Work-Life Balance

Konica Minolta has implemented a variety of programs at its major Group companies in Japan to support its employees to achieve a satisfying work-life balance. In fiscal 2011, prompted by the strong social requirement for electricity conservation at companies, the Group offered a work-at-home program for people not involved in child care on a trial basis.

The programs offered and used in fiscal 2011 are shown in the following table.

#### Work-Life Balance Support Program Use (Fiscal 2011)

		Women	Men
<b>Maternity</b>	Maternal health management leave	2	—
	Maternity leave	26	—
	Spousal maternity leave	—	129
<b>Child Care</b>	Parental leave	61	5
	Shorter working hours for childcare	191	1
	Work-at-home during child-rearing	13	5
<b>Other</b>	Nursing care leave	1	0
	Shorter working hours for nursing care	0	0
	Work-at-home for purposes other than child care	18	4

\*Scope: Regular employees at major Group companies in Japan



# Personnel Training and Effective Utilization of Skills

**Konica Minolta promotes the training of personnel who can play an active role on the global stage and help enable the Group to be effective in the changing markets of the world. Konica Minolta focuses on training employees to be active on the global stage.**



Fair Compensation / Open Job Posting and Free Agent Systems / Human Resource Development



## Promotion of Personnel Training Both at Global and Local Levels

Konica Minolta focuses on training employees to be active on the global stage. Among such programs is the Global Executive Program, a Group-wide leadership program started in fiscal 2010 for members selected using a database of executives and potential executives at Group companies around the world.

Educational programs are also in place in individual regions of the world. These programs are designed to meet the respective needs of each region based on the local societies and business environments.

### Improving the Global Executive Program

In fiscal 2010, the Global Executive Program was put into action in order to increase awareness among managing executives at major Group companies around the world of their role as leaders for the entire Konica Minolta Group and help create a network among them. During the program held in Japan, which lasts about one week, participants have opportunities to have face-to-face discussions with top managers, debate issues among themselves, and make renewed commitments to various strategies. The Group also has built and operated a community site on the intranet that serves as a place for program participants to interact and receive information from top managers.

The program was held three times during fiscal 2011. Seventeen participants were from Group companies in Japan, 17 from production companies in China and other regions of Asia, and 18 executives from English-speaking countries (14 participants) and Japan (4 participants). Currently the program is divided into English and Japanese language sections, but there are plans to consolidate the two into a single English-language program.



At the Global Executive Program

## Feature

### Patent Training for Developers in China

As more and more companies are obtaining patents in China, Konica Minolta Technology Development (Wuxi) Co., Ltd., an office equipment R&D company, has in place a patent training program for its developers.

Every year this program is attended by the company's new hires. The program is composed of three steps—introduction, fundamentals, and practices—and provides them with basic knowledge of patents, an understanding of inventions, and training in how to draw up preparatory documents for patent applications, respectively. Furthermore, started in February 2012, the Patent Search Training Program has been offered for employees at the section chief level who have completed the three steps of the patent training program. Twelve employees have attended the program so far. The ability to perform a patent search as part of a pre-application investigation or research theme search will become increasingly important. The goal of this program is to teach the knowledge and skills required to complete these tasks.



A Patent Training class

For the Global Environment



Earning the Confidence of Customers



Cooperating with Business Partners



Growing Together with Our Employees



Contributing to Society

