

Growing Together with Our Employees

With business operations in 41 countries around the world, Konica Minolta employs people of many different nationalities, languages, and backgrounds. The source of the Group's competitiveness lies in how this diverse team shares values and cooperates closely. This is why Konica Minolta respects diversity in ways of thinking and expertise and seeks to train personal make the most of their skills from a global perspective, always aiming of continuing to create new value for society.

Konica Minolta focuses on improving workplace health and safety Group-wide, seeking to create a workplace environment in which each and every employee can succeed while enjoying physical and mental wellbeing.



Fiscal 2012 Achievements

Konica Minolta created a common global system for training personnel and utilizing their skills, and stepped up the development of "global employees." [p. 34](#)

The Group shared information on accidents to prevent the occurrence of similar accidents and focused on "top management diagnoses" implemented for accidents causing absence from work with the aim of fostering safety awareness. [p. 35](#)

Number of participants in the Global Executive Program for nurturing business leaders (total for fiscal 2010 to fiscal 2012):

114

Number of serious accidents*:

0

* 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)

Respecting Employees' Human Rights

Konica Minolta's commitment to respecting the personality and individuality of each and every employee is enshrined in its Charter of Corporate Behavior. The globally shared Konica Minolta Group Guidance for the Charter of Corporate Behavior goes into more detail, clearly stating that members of the Group will: seek to eliminate discrimination of all kinds, whether based on race, nationality, gender, religion, belief, or physical disability; seek to eliminate child labor and forced labor; and strive to create an environment with zero tolerance for harassment. Furthermore, Konica Minolta has established consultation offices for addressing these kinds of human rights violations in each of its host countries. Konica Minolta is signatory to the United Nations Global Compact and upholds freedom of association and the effective recognition of the right to collective bargaining. Konica Minolta makes it a rule to strictly confirm the age of applicants when hiring a new employee. By taking such steps, it ensures that there is no instance of child labor in the Group. Similarly, there is no instance of forced labor.

Employee Composition by Region

Worldwide: 41,844

Asia and others: 13,448
(10,195 in China)

32%

Japan: 12,539

30%

Europe: 8,151
(2,178 in Germany, and 1,474 in France)

20%

North America: 7,706

18%

(Total regular employees of consolidated companies, as of March 31, 2013)

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Promoting and Developing Diverse Human Resources

■ Establishment of a Common Global System for Human Resources Development and Deployment

Konica Minolta has created a Group-wide platform (system, tools, and mindset) for training personnel and making the most of their skills and is working to boost the collective strengths of its personnel throughout the Group. It has finished registering executives at Group companies in a common global HR database that is the basis of this effort. The Group runs a Global Executive Program to train people selected from the database. The Group plans to expand registration and training to include manager-level personnel in the future. Moreover, by instilling standards for desired personnel at the global level through each Group company using this platform, the Group will pursue global personnel training and deployment as "One Konica Minolta" that respects the diversity of its human resources.

■ Developing Global Business Leaders

In fiscal 2010, the Global Executive Program was put into action in order to increase awareness among managing executives around the world of their role as leaders for the entire Group and foster network-building among them.

As of the end of fiscal 2012, the program has been held seven times with a total of 114 people from 59 companies participating. During the program, which lasts about one week, participants foster a global mindset and develop their leadership through opportunities to have face-to-face discussions with top managers and debate issues among themselves. The Group plans to open participation to manager-level personnel and to start Regional Global Executive Programs in other locations, including Europe, North America, and Asia, in the future in order to develop potential management executives.



Global Executive Programs

■ Hiring People with International Experience and Promoting Employee Interaction Worldwide

In Japan, Konica Minolta seeks to employ foreign nationals or Japanese persons who have lived outside Japan when hiring recent college graduates, aiming to bring on more personnel who can succeed in international society. Approximately 35% of the 112 people hired in fiscal 2012 were such "global employees."

Furthermore, the Group promotes interaction among employees of Group companies around the world. The Japan Dispatch Program is used to cultivate "global bridge employees," who can serve as bridges between their home country and Japan after gaining experience working in Japan for a period of several months or two to three years. In fiscal 2012, a total of 15 people from Germany, the Netherlands, and China participated in the program. Fiscal 2012 also saw the start of a short overseas training program for young Japanese employees who are sent to the U.S. for six months to receive language training and practical experience. Two employees were sent in the first year.



Training program participant spending time with local people

■ Supporting Career Development of Women

Konica Minolta has put a number of career development programs for women in place since fiscal 2010 in order to further encourage female employees to fulfill their potential. For instance, it has 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.

Promoting Occupational Health and Safety

Preventing Recurrences of Similar Accidents

Konica Minolta has implemented various measures to prevent accidents during working hours with the goals of zero serious accidents and a frequency rate of accidents causing absence from work* of 0.1 or less.

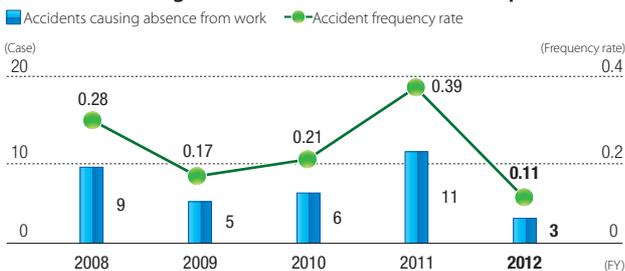
In fiscal 2012, accident case studies and countermeasures were shared with Group companies worldwide in order to prevent similar accidents that are on the rise. Reports with photos showing specific situations were created, along with specific countermeasures. These are routinely posted to the Group intranet and bulletin boards.

Additionally, whenever an accident causing absence from work occurs, the officer in charge of safety at that company visits the accident site to perform a thorough “top management diagnosis,” in which he or she conducts an on-site investigation. This action is intended to identify the causes of accidents and also increase the safety awareness of each and every employee.

These initiatives resulted in zero serious accidents and a frequency rate of accidents causing absence from work of nearly 0.1, both in and outside Japan. In fiscal 2013 and thereafter, the Group will continue to focus on the prevention of similar accidents.

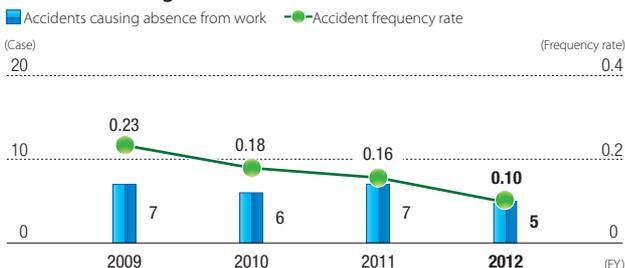
***Accident frequency rate** : Number of people injured or killed due to occupational accidents per one million labor hours

Accidents Causing Absence from Work at Sites in Japan



***Boundary** : Regular and temporary employees of Konica Minolta, Inc. and Group companies in Japan

Accidents Causing Absence from Work at Overseas Production Sites



***Boundary** : Regular and temporary employees at major production companies in China and Malaysia



Top management performing diagnosis at a workplace where an accident causing absence from work occurred

Implementing Fundamental Facility Improvements

Fundamental facility improvements are initiatives to increase the safety of facilities and equipment themselves through safety design and risk assessment. The idea is to prevent accidents even when human error does occur, instead of relying on humans for safety. At present, accidents caused as a result of equipment hardly ever occur at Konica Minolta, but the Group is continuing to work on fundamental facility improvements as a measure to prevent serious accidents.

In fiscal 2011, the Group completed training for engineers in charge of safety design for facilities and equipment. In fiscal 2012, 18 sites that installed new equipment in Japan and China were established as model facilities where countermeasures were implemented ahead of full-scale implementation set to begin in fiscal 2013.

Preventing Employee Health Problems

Konica Minolta is implementing its 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.

With respect to mental health, the Group has developed a rank-based educational system to enhance care and has identified and taken countermeasures for workplaces and occupations with high mental health risk. Also, in fiscal 2012 it shorter working hours for employees returning to work, which enables employees to work shorter hours for a certain period of time, as part of a program to support employees returning to work after a long absence.

Human Resources Data Summary

Employee Composition by Employment Status

(as of March 31, 2013)

	Regular employees	Non-regular employees*	Total
Konica Minolta, Inc.	6,624	1,899	8,523
Group companies in Japan	5,915	1,592	7,507
Group companies outside Japan	29,305	7,758	37,063

*Non-regular employees : Contract or temporary employees

Employee Gender Ratio

(Women : Men)

	Fiscal 2010	Fiscal 2011	Fiscal 2012
Konica Minolta, Inc.	16 : 84	16 : 84	16 : 84

*Note : Includes employees seconded to Group companies

Percentage of Women in Management Positions

	Fiscal 2010	Fiscal 2011	Fiscal 2012
Konica Minolta, Inc.	1.4%	1.6%	1.8%

*Note : Includes employees seconded to Group companies

Percentages of Locally Hired and Women Presidents of Subsidiaries Outside Japan

	Fiscal 2010	Fiscal 2011	Fiscal 2012
Locally hired	42.5%	48.6%	56.5%
Woman	1.3%	2.7%	2.4%

Percentage of Employees with Disabilities

	Fiscal 2010	Fiscal 2011	Fiscal 2012
Konica Minolta, Inc.	1.90%	1.37%	2.01%

Work-Life Balance Support Program Use

	Fiscal 2010		Fiscal 2011		Fiscal 2012	
	Women	Men	Women	Men	Women	Men
Maternal health management leave	5		2		3	
Maternity leave	33		26		37	
Spousal maternity leave		140		129		137
Parental leave	80	1	61	5	51	9
Shorter working hours for childcare	170	0	191	1	166	3
Work-at-home during child-rearing	17	5	13	5	13	5
Nursing care leave	1	3	1	0	3	2
Shorter working hours for nursing care	1	0	0	0	2	0

*Scope : Regular employees of Konica Minolta, Inc.