

Diversity

Konica Minolta aims to build an environment where employees with diverse backgrounds can demonstrate their full potential.



Related SDGs



Our Concept

Making the Most of Employee Diversity to Create New Value

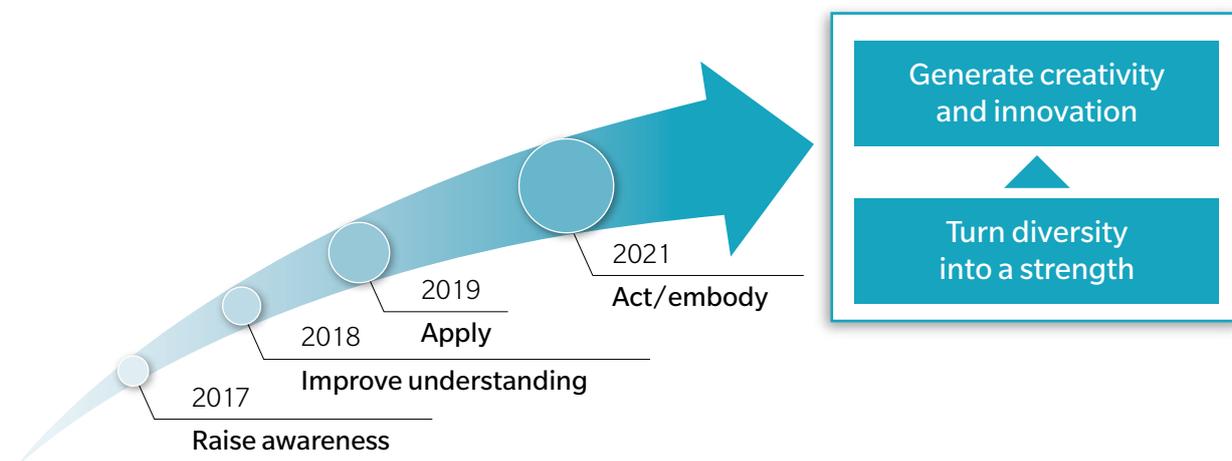
One of Konica Minolta's strengths as a global company is that employees of different national origins, races, beliefs, cultures, languages, genders, ages and expertise work together in regions all over the world. It is this diversity that leads to innovative thinking and original ideas, thus generating new value that helps provide solutions for customers and society.

This kind of value creation embodies the concept of "Inclusive and Collaborative," one of the six values that makes up the Konica Minolta Philosophy. This value refers to the power and collaboration generated by embracing our workforce's diverse backgrounds and ideas.

In April 2017, Konica Minolta, Inc. established a Corporate Diversity Office under the direct control of the president. The role of the new organization is to promote a respect for diversity and a focus on inclusion within the

company. The Konica Minolta Group's goal is to pursue these principles and create new value for customers and society while driving the company's own advancement.

The Corporate Diversity Office is striving to ensure a deep understanding of diversity and inclusion among employees, and since fiscal 2016, it has been working to support the success of Konica Minolta's female employees. The office is also working with various departments to promote the participation of international employees and people with disabilities by creating an organizational culture that respects not only diversity in attributes, such as gender and nationality, but also diversity in values and views of life. This will enable each employee to show their inherent capabilities and generate innovation through the interaction of diverse perspectives.





Supporting Women's Career Advancement

Background and Issues

Gender equality is an important topic in today's global community. Companies are expected to create workplaces where employees with high potential can perform to the best of their abilities, regardless of gender. In Japan, women's participation in the workplace is still generally inadequate in the industry overall. Konica Minolta recognizes that proactive measures are essential and is taking steps to address this.

Vision

Konica Minolta believes that employee diversity is a source of growth. The company takes measures to create an environment where women can perform to their full potential. In order to support its female employees, Konica Minolta does not limit itself to simply ensuring that they can continue working through various life events, but also aims to expand their access to any career path they want to pursue.

Key Measures and KPIs

- Fostering awareness and a culture supportive of diversity, with a focus on promoting participation by women
- Consider ways of supporting life events affecting both men and women, such as childbirth, child-rearing and caretaking, and consider work styles tailored to these life events
- Appointing female managers (target for fiscal 2019: Women hold 7% of all management positions)
- Raising the percentage of women among new graduate hires (target for fiscal 2018: 30% or more)

Main Initiatives in Fiscal 2017

Support for the Advancement of Women

Konica Minolta, Inc. runs a wide range of programs to support the performance of female employees.

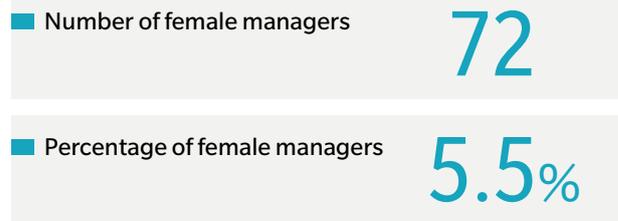
In fiscal 2016, Konica Minolta formulated a two-year action plan based on Japan's Act on Promotion of Women's Participation and Advancement in the Workplace and implemented initiatives to reach the targets concerned. The company achieved a female manager rate of 5.5%, surpassing the target of 5%. In April 2018, a new action plan with higher targets was prepared and corresponding initiatives are currently being implemented.

As a result of its ongoing efforts and targets achieved so far under this Japanese law, Konica Minolta received Eruboshi status, the highest level of related certification from the Ministry of Health, Labour and Welfare.



Eruboshi certification mark (obtained in 2016)

Number and Percentage of Female Managers at Konica Minolta, Inc. (as of April 2018)



Action Plan

| | |
|----------------------------|--|
| Plan duration | April 1, 2018 – March 31, 2020 |
| Numerical targets | 7% of management positions held by women |
| Description of initiatives | <ul style="list-style-type: none"> • Selective training of manager candidates in Performance Grade 3 • Selection of targets in spring evaluation and rolling • Establishment of training plan (support for each division and staff) • Off-JT programs offered (career plan training) |
| Timing of initiatives | Implemented as needed from 2018 spring evaluation |

Programs to Promote Awareness and a Corporate Culture of Diversity

Konica Minolta, Inc. promotes the advancement of women and also holds lectures and workshops to help each employee recognize the importance of diversity and inclusion.

■ Lecture for Senior Management

In order to promote a deep understanding of diversity and inclusion from the perspective of executive management, an outside expert was invited to deliver a lecture, which was shared with nine major Konica Minolta sites in Japan using video conferencing technology. All executive officers and more than 90% of senior managers participated. After the event, the lecture content was made available to all employees on the company's intranet.

■ Diversity Workshop for Senior Managers

Workshops were held for those in general manager positions and above, allowing them to deepen their understanding of the importance of diversity and preparing them to further develop employees in their own organizations. More than 200 managers participated in a total of 10 sessions. At the end of each workshop, the participants declared their determination to promote diversity in their own departments.

■ Workshops for Female Staff and Managers

A career planning workshop was held to encourage individual women to better appreciate their own value and strengths in action, to acquire skills and abilities for developing their own career plans, and to find a path toward ongoing personal growth. A management workshop was also held for the immediate supervisors of these female staff. The purpose was to enhance the ability of these managers to provide career support to their subordinates based on an understanding of the need for diversity in human resource development.

These two workshops were jointly planned, and by having women and their direct supervisors attend workshops around the same time, both groups were able to share an approach for career formation and an understanding of the issues, while enhancing their commitment. The company plans to hold these workshops for women and their direct supervisors over the next three years. In this introductory year, at least 120 employees and managers participated.

Close Up

The Group's First International Women's Day Program

In March 2018, Konica Minolta, Inc. held its first program to mark International Women's Day,* and more than 300 Konica Minolta women participated. Under a theme of "Connections," the program's aim was for women to develop comradery with diverse colleagues in the company through networking, to learn about their differences, and to find opportunities for new development and progress.

The day began with a speech from Shoei Yamana, President and CEO of Konica Minolta, Inc., which was shared with four company sites in Japan via video conferencing. After that, a lecture was given by a

special guest along with a workshop. The workshop allowed participants to experience the benefits of diversity that can be achieved by utilizing the strengths of each individual as part of a team. By using IT to bring together four sites in different regions and create one virtual event, the participants were all able to share the same experience, while engaging in a joint initiative with a joint sense of accomplishment.

* International Women's Day (March 8) was created by the United Nations in 1975, marking the date of a mass demonstration for a woman's right to vote that took place in New York on March 8, 1904.



Shoei Yamana, President and CEO of Konica Minolta, Inc. delivers remarks



Event participants



Utilizing Employee Experiences Gained Outside the Company and Abroad

Background and Issues

In order to connect the promotion of diversity to the creation of innovation, it is important to build a team of employees with diversity in nationality, race, gender, age, and expertise, while also having individual employees with diverse experiences and perspectives. Konica Minolta believes in generating innovation by ensuring that diverse employees share ideas based on different perspectives.

Vision

Konica Minolta actively hires people in mid-career and people from outside of Japan. In addition, employees are encouraged to gain broad experience and knowledge outside the company and venues are provided for diverse human resources to share ideas. By generating innovation with these measures, the company aims to meet the needs of global customers and to create new value that goes beyond existing concepts.

Key Measures

- Actively recruiting mid-career human resources and personnel from outside of Japan
- Providing opportunities to gain experience and knowledge outside of the company
- Promoting exchanges among employees globally and providing venues for innovation creation where diverse employees can inspire and learn from each other

Main Initiatives in Fiscal 2017

Assignment of Non-Japanese Human Resources and Mid-Career Hires in Japan

Although most companies in Japan recruit only Japanese university graduates all at once, Konica Minolta, Inc. actively hires mid-career employees to help create innovation. The company is striving to secure the diversity of its human resources by also recruiting new university graduates who are not Japanese, as well as Japanese graduates with experience living abroad.



Assignment of Employees with Experience and Knowledge from Outside of the Company

In fiscal 2017, Konica Minolta, Inc. began encouraging employees to engage in outside projects, while also introducing a Job Return System, and launching an overseas dispatch program for young employees. Through these initiatives, the company seeks to further enhance its diversity, by strengthening individual diversity and increasing the number of human resources with diverse experience and knowledge.

Provision of Innovation Creation Places

Konica Minolta, Inc. aims to encourage interaction between employees across the company's internal organizational boundaries, and to provide places for innovation creation where employees can inspire and learn from each other. Accordingly, since April 2017, employees have been allowed to use company facilities, such as cafeterias, as venues for human resource exchanges.

In addition, in order to encourage employee-led personnel exchange events, assistance is provided to cover expenses, based on proposals submitted to the Human Resources Department.



Human resource exchange event organized by employees