Sustainability Targets and Results for the Period of Medium Term Business Plan "SHINKA 2019" (FY2017-FY2019)

Targets and Results Regarding Environmental Impact

100% or above : ○   80% of above, less than 100% : △   Less than 80% : ×

Green Products (planning and development)

Medium-Term Environmental Plan 2019	Fiscal 2017 Results		Fiscal 2018 Results		Fiscal 2019 Results	
（1） Creation of Sustainable Green Products (SGPs) sought by customers and society						
Business value						
Sales Sustainable Green Products sales:770 billion yen (sales ratio: 70%) **Cost reductions** Resource-saving cost reduction	**Sales** Sustainable Green Products sales:657.6 billion yen (sales ratio: 64%) **Cost reductions** Resource-saving cost reduction	○	**Sales** Sustainable Green Products sales:778.5 billion yen (sales ratio: 74%) **Cost reductions** Resource-saving cost reduction	○	**Sales** Sustainable Green Products sales:733.1 billion yen (sales ratio: 74%) **Cost reductions** Resource-saving cost reduction	△
Environmental value						
Preventing global warming CO_2 emissions reduction during product usage: 17.2 thousand tons CO_2 emissions reduction in the procurement stage: 45.9 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 11.3 thousand tons **Reducing chemical substance risks** Control emissions + Social issue solutions based on SDGs	**Preventing global warming** CO_2 emissions reduction during product usage: 10.9 thousand tons CO_2 emissions reduction in the procurement stage: 37.1 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 10.3 thousand tons	○	**Preventing global warming** CO_2 emissions reduction during product usage: 15.0 thousand tons CO_2 emissions reduction in the procurement stage: 41.8 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 12.6 thousand tons	○	**Preventing global warming** CO_2 emissions reduction during product usage: 14.8 thousand tons CO_2 emissions reduction in the procurement stage: 39.2 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 12.4 thousand tons	△
（2） Complying with government procurement standards and environmental label requirements						
Business value						
Sales Eliminate lost sales opportunities	**Sales** Eliminated lost sales opportunities	○	**Sales** Eliminated lost sales opportunities	○	**Sales** Eliminated lost sales opportunities	○
Environmental value						
Environment overall Reduce environmental impact through compliance with standards	**Environment overall** Reduced environmental impact through compliance with standards	○	**Environment overall** Reduced environmental impact through compliance with standards	○	**Environment overall** Reduced environmental impact through compliance with standards	○
（3） Dependably complying with product-related laws and regulations						
Business value						
Risk avoidance Eliminate effect on sales	**Risk avoidance** Eliminated effect on sales	○	**Risk avoidance** Eliminated effect on sales	○	**Risk avoidance** Eliminated effect on sales	○
Environmental value						
Reducing chemical substance risks Reduce hazardous chemical substance risk by conforming to laws and regulations	**Reducing chemical substance risks** Reduced hazardous chemical substance risk by conforming to laws and regulations	○	**Reducing chemical substance risks** Reduced hazardous chemical substance risk by conforming to laws and regulations	○	**Reducing chemical substance risks** Reduced hazardous chemical substance risk by conforming to laws and regulations	○

Green Factory (procurement and production)

Medium-Term Environmental Plan 2019	Fiscal 2017 Results		Fiscal 2018 Results		Fiscal 2019 Results	
（1） Excellent Green Factory activities						
Business value						
Cost reductions Energy and resource cost reduction	**Cost reductions** Energy and resource cost reduction	○	**Cost reductions** Energy and resource cost reduction	○	**Cost reductions** Energy and resource cost reduction	○
Environmental value						
Preventing global warming CO_2 emissions reduction in production activities: 19 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 2.8 thousand tons **Restoring and preserving biodiversity** Water consumption reduction: 220 thousand m^3	**Preventing global warming** CO_2 emissions reduction in production activities: 25.6 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 4.0 thousand tons **Restoring and preserving biodiversity** Water consumption reduction: 259 thousand m^3	○	**Preventing global warming** CO_2 emissions reduction in production activities: 26.5 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 7.1 thousand tons **Restoring and preserving biodiversity** Water consumption reduction: 274 thousand m^3	○	**Preventing global warming** CO_2 emissions reduction in production activities: 30.1 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 6.7 thousand tons **Restoring and preserving biodiversity** Water consumption reduction: 409 thousand m3	○

(2) Expansion of Green Supplier activities						
Business value						
Cost reductions Supplier cost reductions **Sales** Measures and expertise database creation, and knowledge commercialization	**Cost reductions** Supplier cost reductions	○	**Cost reductions** Supplier cost reductions	○	**Cost reductions** Supplier cost reductions **Sales** Measures and expertise database creation, and knowledge commercialization	○
Environmental value						
Preventing global warming CO_2 emissions reduction at suppliers: 5 thousand tons **Supporting a recycling-oriented society** Effective resource utilization at suppliers: 0.25 thousand tons + **Social issue solutions based on SDGs**	**Preventing global warming** CO_2 emissions reduction at suppliers: 3.4 thousand tons **Supporting a recycling-oriented society** Effective resource utilization at suppliers: 0.26 thousand tons	○	**Preventing global warming** CO_2 emissions reduction at suppliers: 9.1 thousand tons **Supporting a recycling-oriented society** Effective resource utilization at suppliers: 0.63 thousand tons	○	**Preventing global warming** CO_2 emissions reduction at suppliers: 14.7 thousand tons **Supporting a recycling-oriented society** Effective resource utilization at suppliers: 1.29 thousand tons	○
(3) Expanded adoption of renewable energy						
Business value						
Sales Eliminate lost sales opportunities	**Sales** Eliminated lost sales opportunities	○	**Sales** Eliminated lost sales opportunities	○	**Sales** Eliminated lost sales opportunities	○
Environmental value						
Preventing global warming Renewable energy ratio: 1% + **Social issue solutions based on SDGs**	**Preventing global warming** Renewable energy ratio: 0.4%	○	**Preventing global warming** Renewable energy ratio: 1.5%	○	**Preventing global warming** Renewable energy ratio: 5.3%	○
(4) Supply chain risk response						
Business value						
Risk avoidance Eliminate environmental impact from procurement, production, and sales	**Risk avoidance** Eliminated environmental impact from procurement, production, and sales	○	**Risk avoidance** Eliminated environmental impact from procurement, production, and sales	○	**Risk avoidance** Eliminated environmental impact from procurement, production, and sales	○
Environmental value						
Environment overall Environmental impact reduction through standards compliance	**Environment overall** Environmental impact reduction through standards compliance	○	**Environment overall** Environmental impact reduction through standards compliance	○	**Environment overall** Environmental impact reduction through standards compliance	○

Green Marketing (distribution, sales and service, and collection and recycling)

Medium-Term Environmental Plan 2019	Fiscal 2017 Results		Fiscal 2018 Results		Fiscal 2019 Results	
(1) Strengthening relationships with customers globally						
Business value						
Sales Acquire sales opportunities	**Sales** Acquired sales opportunities	○	**Sales** Acquired sales opportunities	○	**Sales** Acquired sales opportunities	○
Environmental value						
Environment overall Reduce customers' environmental impact + **Social issue solutions based on SDGs**	**Environment overall** Reduced customers' environmental impact	○	**Environment overall** Reduced customers' environmental impact	○	**Environment overall** Reduced customers' environmental impact	○
(2) Optimizing the supply chain and linking environmental initiatives						
Business value						
Cost reductions Reduce cost of distribution and packaging	**Cost reductions** Reduced cost of distribution and packaging	○	**Cost reductions** Reduced cost of distribution and packaging	○	**Cost reductions** Reduced cost of distribution and packaging	○
Environmental value						
Preventing global warming CO_2 emissions reduction in distribution: 0.3 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 0.04 thousand tons	**Preventing global warming** CO_2 emissions reduction in distribution: 0.5 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 0.007 thousand tons	○	**Preventing global warming** CO2 emissions reduction in distribution: 0.6 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 0.03 thousand tons	○	**Preventing global warming** CO_2 emissions reduction in distribution: 0.3 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 0.42 thousand tons	○
(3) Complying with laws on collection and recycling of used products						
Business value						
Risk avoidance Eliminate effect on sales	**Risk avoidance** Eliminated effect on sales	○	**Risk avoidance** Eliminated effect on sales	○	**Risk avoidance** Eliminated effect on sales	○
Environmental value						
Supporting a recycling-oriented society Resource recycling through collection and recycling of used products	**Supporting a recycling-oriented society** Resource recycling through collection and recycling of used products	○	**Supporting a recycling-oriented society** Resource recycling through collection and recycling of used products	○	**Supporting a recycling-oriented society** Resource recycling through collection and recycling of used products	○

Targets and Results Regarding Social Impact

Social Innovation

Key Action	Fiscal 2017		Fiscal 2018		Fiscal 2019	
	Targets	Results	Targets	Results	Targets	Results
Business development that contributes solutions to social issues	・Promote new business development through core technologies and open innovation ・Promote business development at the company's five Business Innovation Centers (BICs) ・Establish KPIs for the social outcomes of new businesses	・Four BIC projects brought a product to market ・BIC Japan released "Kunkun body" body odor detector, a product that makes body odor visible ・Conducted surveys of nursing care staff about their satisfaction with Care Support Solutions®	・Promote new business development through core technologies and open innovation ・Promote business development at the company's five Business Innovation Centers (BICs) ・Continue to survey nursing care staff about satisfaction with Care Support Solutions® and implement improvements for any issues identified	・Began marketing of WoundAide, an automatic wound measurement system for medical institutions in Singapore (BIC Asia Pacific) ・Conducted surveys of nursing care staff about their satisfaction with Care Support Solutions and addressed issues	・Promote new business development through core technologies and open innovation ・Promote business development at the company's five Business Innovation Centers (BICs) ・Increase customer satisfaction with Care Support Solutions by using data to address issues	・Brought to market hybrid multilingual interpretation service, KOTOBAL, which was developed in Japan in October ・Conducted satisfaction survey of existing customers and revamped the entire service to create HitomeQ Care Support, with the addition of consulting based on identified issues

Customer Satisfaction and Product Safety

Key Action	Fiscal 2017		Fiscal 2018		Fiscal 2019	
	Targets	Results	Targets	Results	Targets	Results
Achieving top-tier quality and reliability/Enhancing the security of products and services	・Number of serious product-related accidents*[1]: 0 ・Risk assessment practices: 12 times/year	・Number of serious product-related accidents*[1]: 0 ・Risk assessment practices: 12 times/year	・Number of serious product-related accidents*[1]: 0 ・Number of serious security incidents*[2] in the service business area: 0	・Number of serious product-related accidents*[1]: 0 ・Number of serious security incidents*[2] in the service business area: 0	・Number of serious product-related accidents*[1]: 0 ・Number of serious security incidents*[2] in the service business area: 0	・Number of serious product-related accidents*[1]: 0 ・Number of serious security incidents*[2] in the service business area: 0
Creating new quality value	・Continue conducting satisfaction surveys, set targets, and make improvements	・Customer satisfaction surveys conducted according to the characteristics of each business area ・Identified issues for each business area and made improvements	・Continue conducting satisfaction surveys and implement improvements based on the results ・Construct verification processes for customer value creation using design thinking	・Customer satisfaction surveys conducted according to the characteristics of each business area and improvements made on issues ・Built the framework of verification processes for customer value creation	・Continue conducting satisfaction surveys and implement improvements based on the results ・Construct verification processes for customer value creation using design thinking	・Customer satisfaction surveys conducted according to the characteristics of each business area and improvements made on issues ・Constructed and deployed customer value verification processes in the business divisions

*1 **Serious product-related accidents** refer to those accidents that cause serious harm to the product user's life and/or body and accidents that cause serious damage to assets other than the product.
*2 **Serious security incidents** refer to those product-security incidents that cause serious and significant harm to the product user's business.

Responsible Supply Chain

Key Action	Fiscal 2017		Fiscal 2018		Fiscal 2019	
	Targets	Results	Targets	Results	Targets	Results
Promoting CSR in the supply chain	**CSR procurement** ・Request that suppliers carry out CSR activities: 100% implementation ・CSR assessment: Complete assessments of all Group production sites and approximately 120 important suppliers by the end of fiscal 2019 ・CSR audit: Complete audits of two important Group production sites and two important suppliers by the end of fiscal 2019	**CSR procurement** ・Requested that suppliers carry out CSR activities: 100% implementation ・CSR assessment: Completed assessment of three Group production sites and approximately 50 important suppliers ・CSR audit: Completed audit of two important Group production sites and one important supplier	**CSR procurement** ・Request that suppliers carry out CSR activities: 100% implementation ・CSR assessment: Complete assessments of all Group production sites and approximately 120 important suppliers by the end of fiscal 2019 ・CSR audit: Complete audits of two important Group production sites and two important suppliers by the end of fiscal 2019	**CSR procurement** ・Requested that suppliers carry out CSR activities: 100% implementation ・CSR assessment: Completed assessment of 18 Group production sites and 15 important suppliers ・CSR audit: Confirmed improvements in areas indicated in CSR audits at two Group production sites	**CSR procurement** ・Request that suppliers carry out CSR activities: 100% implementation ・CSR assessment: Complete assessments of 60 important suppliers ・CSR audit: Complete an audit of an important supplier	**CSR procurement** ・Requested that suppliers carry out CSR activities: 100% implementation ・CSR assessment: Completed assessment of 2 Group production sites and 41 important suppliers ・CSR audit: Conducted an audit of one particularly important supplier
	Response to conflict mineral issues ・Supplier response rate to conflict mineral surveys: 95% or higher ・Respond to customers' requests for surveys: 100%	**Response to conflict mineral issues** ・Supplier response rate to conflict mineral surveys: 99% ・Responded to customers' requests for surveys: 100%	**Response to conflict mineral issues** ・Supplier response rate to conflict mineral surveys: 95% or higher ・Respond to customers' requests for surveys: 100%	**Response to conflict mineral issues** ・Supplier response rate to conflict mineral surveys: 98% ・Responded to customers' requests for surveys: 100%	**Response to conflict mineral issues** ・Supplier response rate to conflict mineral surveys: Maintaining 95% or higher ・Respond to customers' requests for surveys: 100%	**Response to conflict mineral issues** ・Supplier response rate to conflict mineral surveys: 95% ・Responded to customers' requests for surveys: 100%

Human Capital

Key Action	Fiscal 2017		Fiscal 2018		Fiscal 2019	
	Targets	Results	Targets	Results	Targets	Results
Work-style reform	·Define actions and work methods required for each business portfolio and implement disruptive innovation in work-style reforms based on business process reforms and use of robotics and AI ·Improve productivity per unit of time, promote collaboration, and promote diversity	·Full-scale implementation of a remote work system ·Allowed employees to take a second job or work concurrently to promote innovation ·Introduced a job return system ·Utilized RPA*3 to enhance the efficiency of 45 operations, saving 4,200 hours	·Prepare operational and workplace environments · Reform operational processes ·Make the most of diverse talent ·Expand systems ·Clarify roles and authorities ·Enhance efficiency using RPA*3: Save approximately 19,000 hours	·Used system allowing second job or concurrent working: About 30 people ·Liberalized office dress code ·Introduced a new hourly leave system ·Enhanced efficiency using RPA*3: Saved approximately 19,000 hours	·Prepare operational and workplace environments ·Make the most of diverse human resources ·Enhance efficiency using RPA*3: Save approximately 28,000 hours	·Improving business and workplace environments: Constructed a new building in Takatsuki as a development base for imaging IoT and AI technologies ·Utilizing diverse human resources: Began making management appointments not based on age ·Enhanced efficiency using RPA*3: Saved approximately 31,500 hours
Developing human capital	·Continue implementing human resource development program (Global e-Juku) for global group managers ·Define ideal human resources, required abilities and skills to achieve new medium-term business plan ·Accelerate human capital development for young employees ·Create business producers who create new businesses from the customer's perspective	·Implemented Global e-Juku (34 people from 13 countries participated) ·Expanded educational programs based on a clear picture of the ideal human resources and the necessary skills and abilities ·Launched an overseas training program for young employees in Japan (total of 24 people sent overseas) ·Implemented a program for employees to learn about digital innovation creation through new business proposals	·Accelerate the development of high-potential human resources, and foster global human resources development for executives ·Promote an overseas training program for young employees in Japan ·Develop entrepreneurs who can create new businesses based on customer needs ·Develop human resources who can establish IoT business models	·Implemented Global e-Juku (16 participants) ·Offered overseas training program for young employees in Japan: 31 participants ·Implemented 9th business producers development program (Challenge Gijutsusha Forum (CGF)): 20 participants ·Enhanced internal training program in line with educational system needed to develop data scientists (DS) and KM product owners (KMPO): 254 DSs certified and 168 KMPOs registered	·Expand pool of executive candidates to globally lead transformation into a digital company with insight into implicit challenges and accelerate their development (Global E-Juku, overseas training program for young employees) ·Establish a culture and system for creating organizations full of business athletes who can win out globally (KIZUKI workshops)	·Implemented Global E-Juku: 18 participants (10 from Japan, 8 from outside Japan) ·Offered Global Assignment Program for early career talent in Japan: Total of 98 participants since FY2017 ·Held KIZUKI workshops (16 sessions, total of 326 participants)
Occupational safety and health	·Serious accidents*4: 0 ·Frequency rate of accidents causing absence from work*5: 0.1 or less ·Improve global health and safety management by senior management ·Implement comprehensive risk management to comprehensively reduce equipment, material, work, and work environment risks ·Enhance the safety culture: Top management involvement in safety promotion, workplace safety management, and individual safety awareness improvement	·Serious accidents*4: 0 ·Frequency rate of accidents causing absence from work*5: Japan, 0.22; Overseas, 0.20 ·According to Konica Minolta's original safety management indicator Unsafety Marks,*6 a 20% reduction was achieved over the past three years	·Serious accidents*4: 0 ·Frequency rate of accidents causing absence from work*5 (FY2017 to FY2019): 0.1 or less ·Improve health and safety management capability using Konica Minolta's original indicator Unsafety Marks*6 ·Advance comprehensive risk management that broadly minimizes equipment, materials, operation and work environment risks ·Enhance the safety culture: Top management involvement in safety promotion, workplace safety management, and individual safety awareness improvement	·Serious accidents*4: 1 ·Frequency rate of accidents causing absence from work*5: Japan, 0.25; Overseas, 0.20 ·According to Konica Minolta's original safety management indicator Unsafety Marks,*6 a 20% reduction was maintained for the yearly average for fiscal 2014-2016 ·Provided e-Learning to increase safety awareness to 12,000 people a month (all employees of Konica Minolta, Inc. and employees of Group companies in Japan), with about 90% taking the training	·Serious accidents*4: 0 ·Frequency rate of accidents causing absence from work*5: 0.1 or less ·Improve health and safety management capability using Konica Minolta's original indicator Unsafety Marks*6 ·Advance comprehensive risk management that broadly minimizes equipment, materials, operation and work environment risks ·Enhance the safety culture: Top management involvement in safety promotion, workplace safety management, and individual safety awareness improvement	·Serious accidents*4: 0 ·Frequency rate of accidents causing absence from work*5: Japan, 0.23; Overseas, 0.23 ·According to Konica Minolta's original safety management indicator Unsafety Marks*6, a 27% reduction was achieved compared to the yearly average for fiscal 2014-2016 ·Provided e-Learning to increase safety awareness to 12,000 people a month (all employees of Konica Minolta, Inc. and employees of Group companies in Japan), with about 86% taking the training
Improving employee health	·Curb the number of absences due to illness Number of absences due to illnesses: 38 (as of April 1, 2018) ·Reduce the number of employees with health risks (1) Rate of reduction of people with risk of requiring ongoing hospital treatment for blood pressure, blood sugar, lipids: Reduce by 21.3% from FY2016 (2) Rate of reduction of people with specific health guidance: Reduce by 14.9% from FY2016	·Curbed the number of absences due to illness Number of absences due to illnesses: 26 (as of April 1, 2018) ·Reduced the number of employees with health risks (1) Rate of reduction of people with risk of requiring ongoing hospital visits for blood pressure, blood sugar, lipids: Reduced by 4.3% from FY2016 (2) Rate of reduction of people with specific health guidance: Reduced by 3.3% from FY2016	·Curb the number of absences due to illness (Konica Minolta, Inc.) ·Reduce the number of employees with health risks (Konica Minolta, Inc.) (1) Employees with high physical health risk: Reduce by 4.5% from FY2017 (2) Employees needing specified health guidance (persons needing active support): Reduce by 3% from FY2017	·Curbed the number of absences due to illness (Konica Minolta, Inc.) Number of absences due to illnesses: 28 (as of April 1, 2019) ·Reduced the number of employees with health risks (Konica Minolta, Inc.) (1) Employees with physical health risks: Reduced by 22.3% from FY2017 (2) Employees needing specified health guidance (persons needing active support): Reduced by 3.7% from FY2017	·Curb the number of absences due to illness (Konica Minolta, Inc.) Number of absences due to illnesses: 25 or less (as of April 1, 2020) ·Reduce the number of employees with health risks (Konica Minolta, Inc.) (1) Employees with high physical health risk: Reduce by 5% from fiscal 2018 (2) Employees needing specified health guidance (persons needing active support): Reduce by 3% from FY2018	·Curbed the number of absences due to illness (Konica Minolta, Inc.) Number of absences due to illnesses: 25 (as of April 1, 2020) ·Reduced the number of employees with health risks (Konica Minolta, Inc.) (1) Employees with physical health risks: Reduced by 5.4% from FY2018 (2) Employees needing specified health guidance (persons needing active support): Reduced by 3.5% from FY2018

*3 **RPA** (Robotic Process Automation): Automating routine business processes on a personal computer

*4 **Serious accidents**: (1) Death, disease requiring a long recovery period (or the possibility thereof), an injury resulting in a disability (or the possibility thereof), or a specific contagious disease; (2) an accident resulting in the death or injury of three or more workers during work at one point or the contraction of a disease (including accidents not accompanied by lost worktime)

*5 **Frequency rate of accidents causing absence from work**: The number of persons absent from work per one million total actual working hours for current employees

*6 **Unsafety Marks**: Numerical values obtained by assigning points based on the number, type and severity of accidents that occur in a workplace

Diversity

Key Action	Fiscal 2017		Fiscal 2018		Fiscal 2019	
	Targets	Results	Targets	Results	Targets	Results
Supporting women's career advancement	·Foster 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 care-taking, and consider work styles tailored to these life events ·Appoint female managers: Women hold 5% of all management positions ·Raise the percentage of women among new graduate hires	·Established a Corporate Diversity Office directly under the president ·Held workshops for key personnel groups (top management, general managers, managers, and all women employees) ·Conducted a survey to ascertain the actual situation for employees with home care responsibilities, and distributed information to relieve concerns ·Appointed female managers: Women held 5.5% of all management positions ·Actively recruited women graduates: Percentage of women among new graduate hires: 33%	·Foster 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 care-taking, and consider work styles tailored to these life events ·Appoint female managers (target for fiscal 2019: Women hold 7% of all management positions) ·Raise the percentage of women among new graduate hires (30% or more)	·Launched Diversity Advocates ·Held workshops for key personnel groups (top management, general managers, managers, and all women employees) ·Held lectures to prepare for and alleviate worries about caregiving ·Women held 6.2% of all management positions (as of April 2019) ·Percentage of women among new graduate hires: 31% (as of April 2019)	·Foster 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 ·Target for appointing female managers: Women hold 7% of all management positions) ·Raise the percentage of women among new graduate hires (30% or more)	·Held workshops for key personnel (managers and women employees) ·Issued messages from management to support women as an initiative for International Women's Day at overseas sites ·Promoted Diversity Advocates ·Women held 6.9% of all management positions (as of April 2020) ·Percentage of women among new graduate hires: 36% (fiscal 2019)
Utilizing employee experiences gained outside the company and abroad	·Proactively hire and train non-Japanese employees in Japan	·Percentage of non-Japanese nationals among new employees hired by Konica Minolta, Inc.: 14% (April 2018)	·Active recruitment of mid career human resources and personnel from outside of Japan ·Provide opportunities to gain experience and knowledge outside of the company ·Promote exchanges among employees globally and provide venues for innovation creation where diverse employees can inspire and learn from each other	·Percentage of non-Japanese nationals among new employees hired by Konica Minolta, Inc.: 19% (April 2019) ·Percentage of mid-career hires among total recruitment: 53% (Konica Minolta, Inc.)	·Active recruitment of mid career human resources and personnel from outside of Japan ·Provide opportunities to gain experience and knowledge outside of the company ·Promote exchanges among employees globally and provide venues for innovation creation where diverse employees can inspire and learn from each other	·Percentage of non-Japanese nationals among new employees hired by Konica Minolta, Inc.: 10 % (April 2020) ·Percentage of mid-career hires among total recruitment: 40% (Konica Minolta, Inc.) ·Providing opportunities to gain experience and knowledge outside the company: Expanded self-development support system ·Providing an innovation creation space to allow global human resources to interact, inspire, and learn from one another: Launched an initiative to create and accelerate innovation, focused on sales companies in the Europe and Asia Pacific regions