

Human Resource Management

Creating workplaces where the diverse range of people can thrive as our business globalizes

Leveraging and Developing Konica Minolta's Global Personnel

• Building a Global Platform

In order to grow sustainably, a company must respond to the intensification of global competition as well as market changes such as the increasing sophistication and diversification of customer needs. Talented employees go above and beyond from a global standpoint and from the customer's perspective. Konica Minolta has created a Group-wide platform (system, tools, and mindset definition) for training personnel and making the most of their skills in an effort to boost the collective strengths of its employees. While making roles at the global, regional, and individual company levels clear, the Group is pursuing global personnel training and deployment as "One Konica Minolta."

In fiscal 2014, the Group established an HR management system in each region, namely North America, Europe, China, and Asia. It conducts evaluations of the Group's senior personnel under uniform global evaluation standards to identify strengths and challenges. Based on these results, the company then chooses the right people for the right posts while also fostering successors.

• Regional Implementation of Business Leader Development Program

Since fiscal 2010, the Group has run a Global Executive Program (GEP) for executives at affiliated companies around the world, looking to develop business leaders. The goals of GEP are to raise participants' awareness as business leaders within the Konica Minolta Group and to enable participants to forge a global network of personal contacts among themselves. During the program, which lasts about one week, participants embrace a global mindset and develop their leadership skills via face-to-face discussions with top managers and debates on key issues among themselves. As of the end of fiscal 2014, the program had been held 9 times with 148 people from 60 companies participating.

In addition, since fiscal 2013 the Group has held Regional GEP conferences, bringing together manager-level personnel with the aim of developing potential future executives. The first Regional GEP was held in China and the second was held in Singapore in May 2015.



Global Executive Program

Occupational Health and Safety

• Preventing Accidents Inside and Outside of Japan

Konica Minolta's top management maintains a deep commitment to safety based on the idea of "safety first for employees," and we are working to improve individuals' safety awareness while enhancing the safety of our equipment. Our goals are to achieve zero serious accidents and a frequency rate of accidents causing absence from work of 0.1 or less, and we have implemented various measures worldwide to prevent accidents during working hours.

In fiscal 2014, the Group implemented measures to strengthen safety management at sites outside Japan, which account for the majority of production operations. In China, for instance, in addition to each site's usual health and safety initiatives, the Group launched the China Health and Safety Managers' Committee for all sites, including production and sales. The Committee promotes the strengthening of health and safety, including employee health management.

As a result of these efforts, the Group reported zero serious accidents in fiscal 2014. The frequency rate of accidents causing absence from work was 0.28 in Japan and 0.19 outside Japan. Due to our many years of conducting work safety and health activities, Konica Minolta's number of work accidents is low, both inside and outside of Japan.

In January 2015, our Malaysian plant established in May 2014 acquired OHSAS 18001 certification.

Focused Topic

Konica Minolta Becomes 2014 Health and Productivity Stock Selection

In March 2015, Japan's Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange selected Konica Minolta as a company that represents enhanced corporate value through health and productivity management. This selection recognizes listed companies that strategically implement employee health programs from a business perspective and introduces them to investors as attractive investment destinations. 22 companies were recognized, with one chosen from each industry. Konica Minolta was selected in the electrical equipment industry.

