

[Redacted]

[Redacted]

*Customer Services Remote Care Alert Module*

[Redacted]

[Redacted]

[Redacted]

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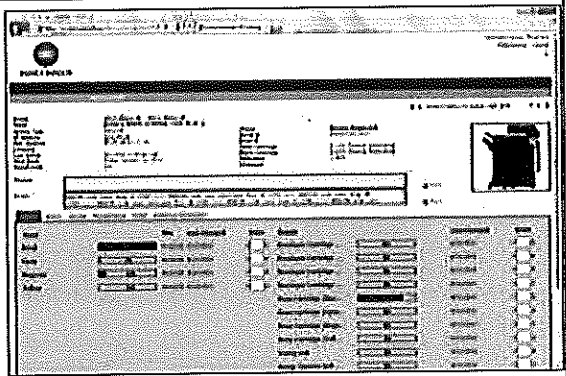
[Redacted]

Icon	Status Interpretation
⓪	OK
Ⓛ	Caution (for supplies, low Toner)
Ⓢ	Warning (for supplies, Out of Toner)
Ⓣ	Stale (data has not been collected from the device for 24 hours)
Ⓤ	Unknown (data is not available from the device or not supported by print job)

[Redacted]

[Redacted]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Network requirements:**

[REDACTED]

**System requirements:**

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

The location and number of DCAs to be utilised is depending on the individual structure of the customer's IT network. [REDACTED]

[REDACTED]

MFD Security

[REDACTED]



Common Criteria Validated

[REDACTED]

[REDACTED]

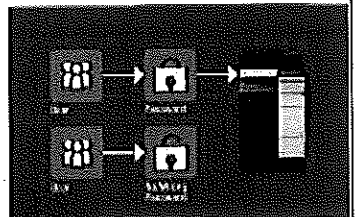
[REDACTED]

### Access Control and Security

The first logical step is to prevent unauthorised persons being able to operate an MFD. Preventive measures are needed, firstly to control access to MFDs, and secondly to establish security policies that reflect the way devices are used in real-life.

[REDACTED]

- **User authentication:** [REDACTED]

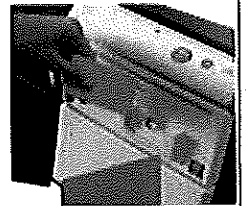


- **Personal password:** [REDACTED]

[REDACTED]

- **IC card authentication:** [REDACTED]

[REDACTED]



- **Biometric finger vein scanner:** [REDACTED]

[REDACTED]

[REDACTED]

- **Account tracking:** [REDACTED]

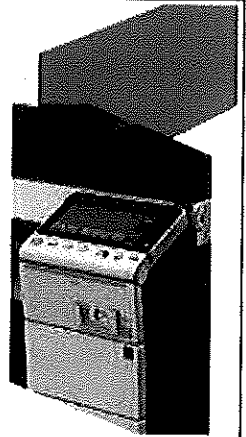
[REDACTED]

- **Function control/Function restriction:** [REDACTED]

[REDACTED]

## Document and Data Security

Reflecting the fact that MFDs and printers are often located in public areas, where they can be easily accessed by staff, contractors and visitors, it is necessary to implement appropriate data security policies. Confidential data stored on the MFD hard disc over a period of time, or simply confidential documents lying in the MFD output tray, are initially unprotected and could fall into the wrong hands. Konica Minolta offers a range of tailored security measures to ensure document and data security, as detailed.



- **Hard Disc Drive (HDD) Security:**

- **Password protection of internal HDD:**

- **HDD encryption:**

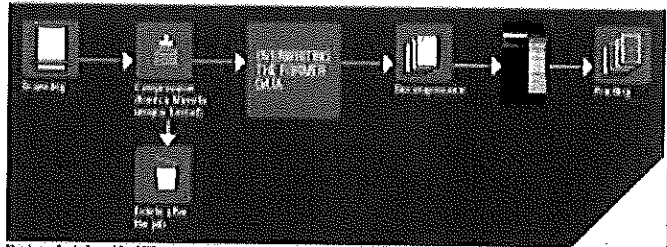
- **HDD overwriting:**

- **Auto delete function:**

- **Temporary data deletion:**

Mode 1	Overwrite with 000
Mode 2	Overwrite with 000 - Overwrite with 001 - Overwrite with the hexadecimal FF (255) a binary

For the temporary data deletion two modes are available.



- **HDD decommissioning:**

- **Secure Print:**

- **Touch & Print/ID & Print:**

[Redacted]

- **Copy Protection:** [Redacted]
- **Copy Guard/Password Copy:** [Redacted]
- **PDF Encryption:** [Redacted]
- **PDF Digital Signature:** [Redacted]
- **Fax Reception:** [Redacted]
- **User Box Security:** [Redacted]

#### Network Security

In today's corporate environment, communications and connectivity are indispensable. Konica Minolta office devices have evolved to the point that they act as sophisticated document-processing hubs integral within the network, with the ability to print, copy and scan documents and data to network destinations, as well as send e-mails. This scenario also means that this office technology must cope with and comply with the same security risks and policies as any other network device, and represents a risk if unprotected. In order to avoid any vulnerability from both internal and external network attacks, Konica Minolta ensures that all equipment complies with the strictest security standards. This is achieved by a number of measures including:



- **IP address blocking:** [Redacted]
- **Port disabling:** [Redacted]
- **S/MIME:** [Redacted]
- **SSL/TLS communication:** [Redacted]
- **IPsec support:** [Redacted]



- **IEEE 802.1x support:** [REDACTED]

### Security Practices

In addition to the above, Konica Minolta employs other company-wide security practices aimed at improving, and driving behaviours towards adhering to security best practices:

- **ISO 27001:** Through risk management for information assets, Konica Minolta has obtained ISO 27001 certification – the international standard for information security management, with the aim of ensuring information security, by expanding the scope of information being managed beyond IT to include printed materials, services and people. [REDACTED]
- **Best Practice for Ensuring Client Security:** Guided by our management philosophy, “[REDACTED]” [REDACTED] We are dedicated to maintaining information security (confidentiality, integrity and availability), which is one of the most important issues related to business activities. Given this commitment, our basic approach to information security is to continuously make improvements, by measuring and assessing risks associated with important information assets, and applying effective measures to mitigate those risks.

For further information on our device security features, our *Security Without Sacrifice Brochure*, and our *Fundamentals of Security Whitepaper* are both available on request.

### Security for Software Solutions

[REDACTED]

Konica Minolta's print solutions ensure a high level of security for our customer print infrastructure. These systems can also help organisations towards achieving certain ISO accreditations. There are several levels of security features, which our solutions address:

- **Print security –** [REDACTED]
- **Scan security –** [REDACTED]
- **Server security –** [REDACTED]
- **Data security –** [REDACTED]
- **Mobile Print and BYOD security –** [REDACTED]

[REDACTED]

Access permission security – [REDACTED]

- Konica Minolta security – [REDACTED]

### Product Security Road Map

From the introduction of the first bizhub multifunctional output system, Konica Minolta's first and foremost aim has been to develop and implement technologies that safeguard the confidentiality, integrity and availability of electronic information, whether data or documents, which is one of the most important issues related to business activities.

Today, Konica Minolta devices are certified (almost without exception) in accordance with the Common Criteria/ISO 15408 EAL3 standard. Unlike many other suppliers who only certify optional security kits, Konica Minolta always has the complete multifunctional device certified to ensure the highest possible security levels; as such, Konica Minolta has the widest range of ISO 15408 fully certified MFDs in the market.

We remain dedicated to maintaining information security. Given this commitment, our basic approach to information security is to continuously make improvements by measuring and assessing risks associated with important information assets, and applying effective measures to mitigate those risks.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Konica Minolta regularly examines the marketplace, and surveys the views of our customers in order to keep our devices fresh and up-to-date. Accordingly, we will continue to focus and improve on the security innovations of our technological developments.

## 5.2. Device Testing & Evaluation (Weighting 40%)

Contractors will be required to test and evaluate each new product before it is installed in the live environment (unless otherwise agreed with the Framework Public Body). The testing and evaluation should take place in a secure, isolated environment away from the live network at the Framework Public Body's premises, unless otherwise agreed. Timescales for testing and evaluation will be agreed between the Framework Public Body and the Contractor.

Contractors should describe their testing and evaluation process and any standards applicable to that process. This should include:

- the format of the testing and evaluation report
- indicative timescales for testing and evaluation
- how the testing and evaluation process will provide security assessments of a newly tested and validated product
- how the process will be managed
- how compatibility with the "live" environment will be ensured.

In some instances, Framework Public Bodies may request and authorise Contractors, using appropriately qualified staff, to connect products to their network. Contractors should provide details of the size of the technical team who will liaise with the Framework Public Body including their typical levels of skills and experience and on-going training.

### Response:

Konica Minolta carries out trials, tests and proof-of-concepts (PoCs) for products we may propose, in order to ensure compatibility with customers' IT infrastructures, to gain full confidence of their IT staff and users.

In the case of trial periods for Framework Public Bodies, we are able to provide a sample of bizhub office device models we propose to them, which we can usually facilitate for up to 14 days at no cost to the customer; however, we are happy to discuss a longer trial period with customers, if required.

Where a software solution forms part of the offering, we can support testing and sign-off of agreed software model applications, and will provide the necessary onsite resource to support customers' testing objectives/criteria. In support of the project, we can provide and agree user acceptance test (UAT) requirements and criteria, including via PoC, ensuring we are well placed to meet or better the go-live date.

Konica Minolta has a strict and controlled process that applies for all installations, including PoCs. This includes a Statement of Requirements (SoR), which allows for the capture of detailed requirements, and will ensure that both the customer and Konica Minolta have full understanding of the expectations that are required from the proposed solution.

Once the SoR is agreed, Technical Consultants and Architects will work with the customer's technical resources to create a Statement of Works (SoW), which is a detailed technical document covering architecture, integration, assumptions, minimum specifications, network requirements and impacts, and most importantly, all UATs specific to the solution. We request that this SoW is signed twice by customers – once when the 'document' is agreed to accept the technical design, and then a second time once we have delivered services, which indicates that all services and testing has been completed as per the agreed document. This Document Framework is there to protect both parties and ensure that we meet all of the customer's expectations.

UATs will be agreed with customers in advance to ensure that all requirements and user cases are met and demonstrated to be working successfully. The pass and fail of these is specifically recorded in the SoW to ensure an audit trail of successful and failed testing. Where test cases are failed, our Technical resources will work with customers to fully understand the root cause and rectify that root cause problem. If this requires a change to the agreed design and integration then this will be discussed with customers, and will require in an incremental version of the SoW to ensure that the latest and correct design and architecture is documented and agreed.

Within the appendices, we have provided sample SoR and SoW, with the following typical contents pages:

### Sample SoR Contents:

#### Table of Contents

1	DOCUMENT INFORMATION
2	DOCUMENT PROCESS
3	EXECUTIVE SUMMARY
4	CURRENT SITUATION
5	PROPOSED SOLUTION SUMMARY
5.1	Proposed Solution Compatibility Table
6	ADDITIONAL SERVICES SUMMARY
6.1	Software Support & Maintenance
6.2	Administrator & End User Training
7	BUSINESS CASE
8	PROPOSAL SIGN OFF
9	ANNEX 1 - NETWORK INFRASTRUCTURE
10	ANNEX 2 - PRINT MANAGEMENT REQUIREMENTS

### Sample SoW Contents:

#### Table of Contents

1	DOCUMENT INFORMATION
2	DOCUMENT PROCESS
3	BACKGROUND
4	SOLUTION OBJECTIVES
5	OVERALL PROJECT SCOPE
5.1	Phase 1 <Proof of Concept / Installation>
5.2	Phase 2 <Proof of Concept / Installation>
6	ASSUMPTIONS AND CONSTRAINTS
6.1	Assumptions
6.2	Constraints
7	ROLES & RESPONSIBILITIES
7.1	Konica Minolta Responsibilities:
7.2	Customer Responsibilities:
8	USER ACCEPTANCE TESTING
8.1	Acceptance Tests
9	INTERFACES AND DEPENDENCIES WITH OTHER PROJECTS
10	PROJECT SIGN OFF
11	ANNEX 1 -- PROFESSIONAL SERVICES
12	ANNEX 2 -- SUPPORT SERVICES
12.1	Annual Maintenance & Support Services
12.2	Contacting the Konica Minolta Service Desk
12.3	Information required by the Konica Minolta Service Desk
12.4	Incident Handling
12.5	Incident Severity
12.6	Service Level Guidelines

We are happy to work with customers for specific UAT processes and procedures should they wish for us to work to any pre-set conditions, and we can incorporate that into our documentation. This ensures that we have a full understanding of what has been agreed and provided, and provides a valuable document to our Service Desk for any future support issues that may arise.

Only when the tests have been satisfactorily completed will they be signed-off, and the live implementation/roll-out commenced.

Our Technical Consultants and Architects oversee all IT-related activity, and are responsible for PoCs, development, implementation, integration and support. They will co-ordinate the design and roll out of software solution required throughout the term of the contract, ensuring suitability to your requirements. They provide technical advice and support, their responsibilities throughout the term include ownership and production of relevant customer documentation, e.g. SoRs, SoWs, Install and User Guides for implemented projects, architecture design, systems integration, implementation & configuration, and training of any associated products.

Our team comprises Technical Consultants who are highly skilled resources, well-versed in IT infrastructure and architecture, and possess a range of certifications across the team – from Cisco, Microsoft, PRINCE2, ITIL, and Lean Six Sigma, to name a few.

In terms of staff numbers, it will depend specifically on the size of the project, and specific products in scope. Consultants are typically assigned specific products to support. This focus allows them become the experts, ensuring that they can provide the most accurate information for their specialised product. They take full ownership of cases assigned to them, and lessons learned are made available as technical bulletins on our internal *Knova* support portal, and as part of technical seminars and meetings. Where appropriate, these are also incorporated into technical training plans, which the technical teams undergo as part of their formal training and developments.

In general, our trials are facilitated under the following guidelines, though we can discuss other specific requirements with customers on a case-by-case basis:

- Trials are recognised as being on customer premises (or other agreed location) and uncontrolled environments. They are for trial and testing purposes only, where there may not be firm requirements in place, and the customer may not be trialling the solution that they ultimately end-up purchasing.
- There is no access to:
  - Hotline.
  - Customer Trainers.
- Where applicable, the customer will be expected to sign both a Statement of Requirements (to capture detailed requirements) and Statement of Works (a detailed technical document covering architecture, integration, assumptions, minimum specifications, network requirements & impacts, and most importantly, all UATs specific to the solution).
- Any technical and/or support service provision from our Professional Services will be limited to a maximum of 2 days on-site free-of-charge. There may be Professional Service charges for any work over and above the 2 days provided free-of-charge.
- The trial itself is **free-of-charge**, and typically limited to a maximum of 20 users and/or 2 devices, spanning a 14-day period.

### 5.3. Hosted Print (0% weighting)

Contractors should confirm if they can provide a Hosted Print service as described in the document *ITT – Schedule 1a (SoR & KPIs) – Office Equipment*.

Contractors should use this response to provide a summary of their hosted print solution.

The response should take cognisance of the increasing demand for integration with mobile devices and changing work practices in the corporate print environment.

#### **Response:**

Konica Minolta confirms we can provide a Hosted Print service as described in the document *ITT – Schedule 1a (SoR & KPIs) – Office Equipment*. Within recent years, there has been a significant change in the way people work. People's workplace environments are diversifying and organisations need to cater for the mobile workforce. Technology is also changing with the introduction of mobile smart devices. To compliment this, Konica Minolta has developed solutions providing customers with the ability to print any document from anywhere they are to anywhere they desire. This is called cloud printing. Konica Minolta's solutions enable customer users to send and print documents from any smartphone, tablet or laptop to specified devices or secure print solutions. These can be server based solutions or SaaS models. There are several methods of cloud printing allowing flexibility for the customer and a greater user experience. These include:

#### **Web Print**

Users can upload documents to print via a Web portal, optionally with login validation.

#### **Driver Print**

Users can print from within their programs and applications on workstations or notebooks, with or without a driver installation, directly to the solution server, optionally with authentication.

#### **Email Print**

Users can send documents to print from mobile devices by sending an email with documents attached to an email address configured for the purpose. Our solutions retrieve emails and processes to the relevant print queues, optionally allowing for secure printing with login validation or privacy release codes.

#### **Mobile Print**

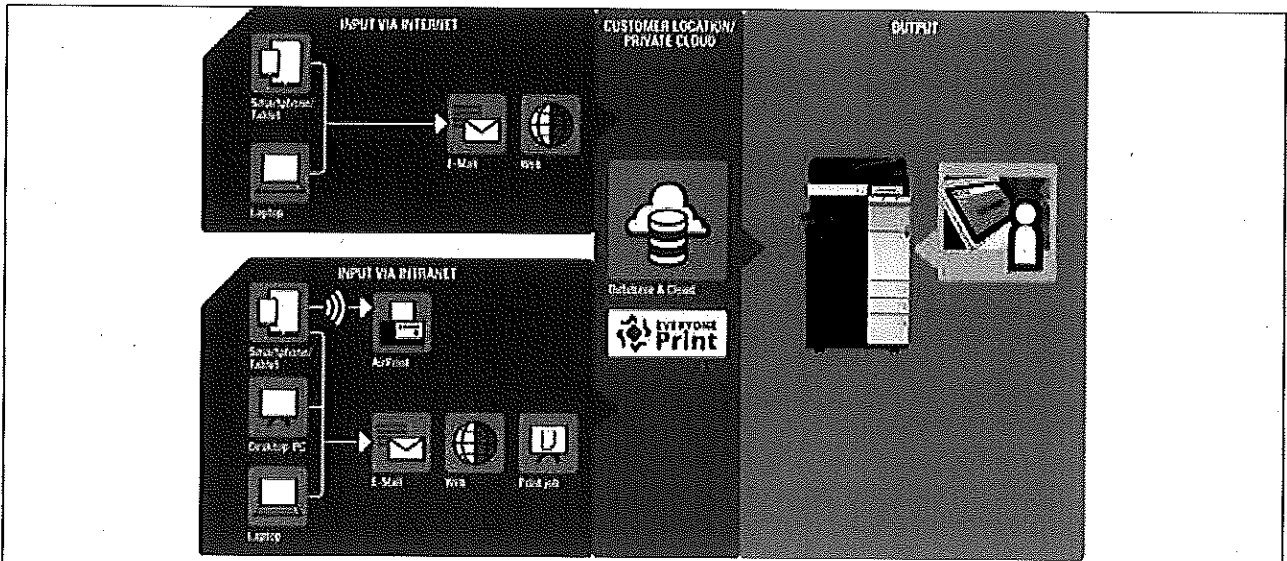
Users can send documents to print using the native Apple iOS AirPrint capability on iPhones and iPads or Google Android based smartphones and tablets, with optional authentication or release code print.

#### **Google Cloud Print**

Users can print from their Google Chromebook, phone or tablets, Google Apps such as Gmail, Google Docs, Google Sheets, or using any other application or device that supports Google Cloud Print, to the printers the customer select in EveryonePrint.

#### **Via an app:**

Users can download the mobile printing app for Android or IOS marketplaces.



**Cloud services scanning and printing:**

Our solutions also enable users to access cloud services including Google Drive, Gmail, Evernote, OneDrive, iCloud, Dropbox and Microsoft SharePoint server from the MFP control panel. This provides users with powerful document-scanning and printing capabilities by directly connecting our devices to cloud services.

**6. FINANCIAL OPTIONS (Section Weighting 2.5%)**

**6.1. Fleet Flexibility (Weighting 100%)**

To provide a Framework Public Body with flexibility in managing their product fleet, Contractors will be expected to offer the ability to change, upgrade and/or downgrade the Framework Public Body's fleet by a minimum of 10% of all the products supplied during the term of any Call-off Contract (or legacy equipment, if appropriate) at no increase to the contracted prices.

Contractors should describe any minimum requirements to provide at least 10% fleet flexibility (e.g. number of products, duration of contract, etc.) Contractors should also confirm if legacy products supplied would be part of the 'in scope' fleet for this requirement.

Contractors should describe their process for upgrading and/or downgrading of products and provide details on the effect of the lease term. Where there are any additional costs in relation to fleet flexibility, these costs should be detailed in the documents *ITT – Schedule 2 (Pricing) – Principal Catalogue: Rates – Office Equipment*.

**Response:**

Konica Minolta [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



6.2. Alternative Pricing (Weighting 0%)

Framework Public Bodies may require alternative pricing mechanisms over and above those stated in the Principal Catalogue (i.e. capital purchase, 3, 4, or 5 year lease).

Contractors should provide details of alternative pricing options which could be made available, including a "No Commitment" offering as outlined in the document *ITT – Schedule 1a (SoR & KPIs) – Office Equipment*.

Where there are any additional costs relating to 'No Commitment', these costs should be detailed in the document *ITT – Schedule 2 (Pricing) – Principal Catalogue: Rates – Office Equipment*.

**Response:**

As an existing supplier on the current Framework, Konica Minolta understands, and is experienced, in offering alternative pricing options.

[REDACTED]

6.3. Economic Conditions (Weighting 0%)

In recognition of the volatility in current global currency markets, the Authority has made provisions for a Price Review to be considered after the first 6 months from Framework Commencement, as described in Schedule 2 (Pricing) and yearly thereafter.

In considering any Price Review proposal the Authority will take into account the mean average movement of the Bank of England exchange rate for the relevant currencies during the period in question and the extent to which these currencies contribute to the overall pricing for Goods, Services and associated Software.

Contractors are therefore requested to indicate the main currency driver(s) that contribute to the costs of their Goods, Services and associated Software and the impact that exchange rate fluctuations could have on their pricing.

**Response:**

Konica Minolta will work with the Authority to monitor the impact of currency fluctuations.

[REDACTED]

[REDACTED]

## 7. CORPORATE SOCIAL RESPONSIBILITY (Section Weighting 12.5%)

The Contractor, whether a reseller or manufacturer, will be expected to support the Scottish Government's National Performance Framework and National Outcomes as per section 1 of the document *ITT - Schedule 1a (SoR & KPIs) – Office Equipment*.

The Contractor will be required to minimise the environmental impact of products and services delivered where practical, contribute to a more circular economy, provide relevant opportunities for community benefits, while also providing assurance regarding respect for labour rights in the supply chain.

### 7.1. Environmental (Weighting 20%)

The Contractor must support the Scottish Government's objective for A Greener Scotland with regard to actively managing, measuring and minimising their impact to the environment in respect of the servicing of this Framework Agreement. This includes, but is not limited to:

- energy efficiency
- reduction of carbon and other greenhouse gas emissions
- minimisation and sustainability of materials used
- waste minimisation and management in accordance with the waste hierarchy
- minimisation of hazardous materials and emissions
- addressing heat or noise output
- fuel efficiency and reduction in vehicle mileage

Contractors should provide details of their planned approach and proposals to continuously manage, measure and improve this requirement, outlining specific initiatives, including innovative solutions.

Contractors may find the use of examples or case studies helpful, as long as they are relevant to the delivery of the Framework Agreement requirements

#### Response:

Konica Minolta confirms we will comply with the Scottish Government (The Authority) environmental requirements. Konica Minolta will support the Authority's objective for A Greener Scotland with regard to actively managing, measuring and minimising the impact to the environment in respect of the servicing of this Framework Agreement.

As a leading manufacturer of office and production printing technology, Konica Minolta takes its responsibility as a corporate citizen seriously. Protection of the environment is one of the core challenges, and contributes to the company's management philosophy – the Creation of New Value.



At Konica Minolta, we quantitatively assess the environmental impacts of all our activities throughout all product lifecycles – from design, through distribution, usage, disposal and recycling – and seek ways to reduce environmental burdens at every stage, ensuring that only products meeting our stringent criteria reach the market.

This has led to the development of green technologies that offer benefits like lower energy consumption, reduced input of resources, and better carbon footprint. This means that Konica Minolta office machines will not only help customers improve their environmental record, but also reduce their total cost of ownership.

#### ISO 14001 – Environmental Management

Konica Minolta operates its environmental management system based on ISO 14001, and it has established a basic policy of requiring that all Group production sites around the world work to obtain individual ISO 14001 certification.

To address a range of environmental issues, it is necessary to implement measures that take into account each

stage in the product life cycle. To accomplish this, Konica Minolta believes that it must operate not only its manufacturing sites, but also its product development, sales and administration divisions under an integrated management system with efficient co-operation between divisions.

In carrying out initiatives, the Group sets key performance indicators (KPIs) and targets, assesses their degree of achievement quarterly, and works through the Plan-Do-Check-Act (PDCA) Cycle in pursuit of continual improvement.

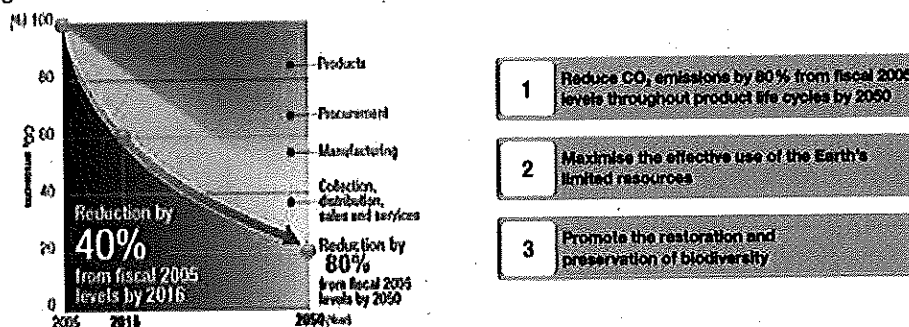
Our Environmental Management System has been in operation at our UK Head Office since 1997, when we were the first such company (and the 6<sup>th</sup> organisation in the UK) to receive the certificate of registration for BS EN ISO 14001.

We are subject to a regular audit, and other regional offices throughout the UK are also regularly inspected for best practice with regard to environmental impact. Konica Minolta's aim is to seek consistency and efficiency through an ISO 14001 based multi-site management system.

Through our Environmental Management Systems, we have established objectives and targets at both corporate and local levels. Our Corporate objectives are identified in our Environmental Report. We maintain and continually improve our Environmental Management System and comply with the requirements of ISO 14001 at our head office in Basildon and other regional offices. Additionally, environmental awareness and training is provided to all staff throughout the UK.

#### Formulation of Eco Vision 2050 for a Sustainable Earth and Society

Konica Minolta has formulated *Eco Vision 2050* as its long-term environmental vision. This vision guides Konica Minolta in the right direction to achieve its future objectives and fulfil its responsibility as a global corporation by contributing to a sustainable earth and society.



In practical terms, *Eco Vision 2050* involves acting to reduce global warming, ensuring that finite resources are used responsibly and effectively, and supporting the restoration and preservation of our planet's biodiversity. At the same time, we are working to reduce the environmental impact of our manufacturing processes, and developing innovative products with an even better ecological performance.

#### Energy Saving Green Technologies

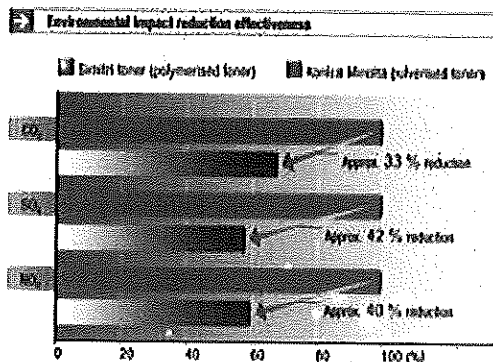
As an Energy Star partner, we have determined that our products meet the Energy Star guidelines, which include auto low power, automatic shut-off (sleep mode), and automatic duplex printing. Since 2005, Konica Minolta has systematically reduced the annual overall power consumption of all colour MFDs – in general, power consumption has been cut by 30%, whilst copying speeds increased by 20%. It is Konica Minolta's policy to promote devices for our customers with cutting-edge technology that reduce its carbon footprint. This contribution is evident in several innovations that increase its energy saving of everyday operations. We can guarantee dramatically reducing our customers carbon footprint by installing new generation MFDs, and we estimate substantial savings on electricity costs through:

- **Simitri HD Toner Fixable at a Low Temperature**

In MFDs, heat is needed to fix toner to paper, and the power used for that purpose accounts for more than 60% of total power consumption. Conducting research into, and development of, toner that is fixable at lower temperatures, Konica Minolta developed its *Simitri HD Toner*, a proprietary polymerised toner. We

have successfully reduced the fixing temperature by about 25 degrees centigrade, compared to conventional models, contributing to the reduction of power consumption.

Today, 99.6% of Konica Minolta's colour toners, and 96.5% of its monochrome toners are polymerised; the highest rates in the industry. Simitri HD polymerised toner has considerably less impact on the environment during its production, use and recycling; its biomass content is actually CO<sub>2</sub>-neutral during recycling. Simitri toners can reduce costs by as much as 20%.

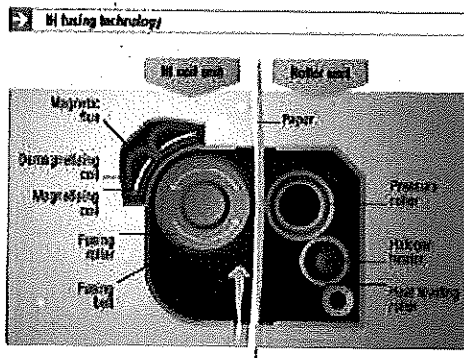


- **Induction Heating (IH) Fusing technology**

In order to start printing from an MFD, the fixing rollers have to be heated to a certain temperature. With conventional heating, the standby temperature must be kept high to ensure a short warm-up period to the required fusing temperature. This consumes a significant amount of energy in standby mode.

Konica Minolta uses IH technology, which has high heating efficiency, in its fixing units. This enables rapid heating from a low standby temperature, substantially reducing standby power consumption. In essence, the required temperature is reached much faster and can be controlled precisely, resulting in minimised energy loss.

The short warm-up time enabled by IH technology lets customers take maximum advantage of the bizhub systems' different power-saving modes.



- **LED Light Source Reduces Power Consumption During Scanning**

Konica Minolta uses LED as the light source for scanners in its MFDs, as this has greater power-saving performance than fluorescent lamps. This has also improved scanning speeds, since LED lights increase the brightness of manuscript exposure.

- **"Power Save" Feature Reduces Power Consumption, When Product Not in Use**

Konica Minolta equips its MFDs with a "power save" feature that puts the machine into an energy-saving state, such as automatically turning off the control panel display when the machine has not been used for a certain amount of time. This does not hinder everyday work, since the machine automatically returns to normal mode during power save when it receives a fax or a print signal from a PC.

In the standard setting, *automatic shut-off* follows *auto low power*, operating automatically when 15 minutes have elapsed after completion of the last copy, with the copier remaining in the ready-to-copy state during

that time. The time period for the automatic shut-off function can be set for 15, 30, 60, 90, 120 or 240 minutes.

The *low power* and *sleep modes* have a timer allowing them to be set by the day, week or according to the date. For example, normal business days can be defined with an automatic start and shutdown time. For Sundays or specific dates like Christmas, a total power-off mode can be selected.

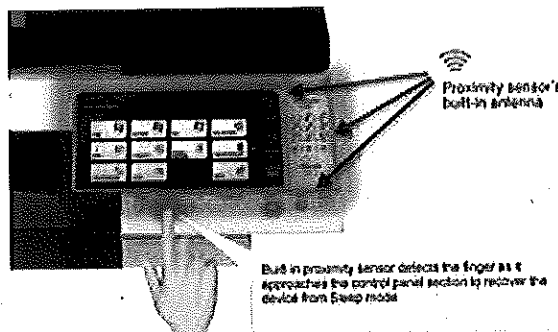
- **Low TEC Value**

Konica Minolta office products stand out with their very low TEC values, which represents an electrical product's typical weekly electricity consumption (TEC) based on average office use.

Our latest product generation switches to energy-saving mode faster, and consumes considerably less power in sleep mode than previous products. This helps to save running costs, and supports the eco-friendly operation of all Konica Minolta office products – true to our objective to continuously improve technology for minimised power consumption, and an ever-lower carbon footprint.

- **Proximity Sensor That Can Save Electricity Without Lowering Operational Efficiency**

A proximity sensor is built into the touch panel for faster recovery from sleep mode, when the user's finger approaches the panel surface, making energy saving less stressful without lowering operational efficiency, as no time needs to be spent pressing buttons to bring the machine out of sleep mode.



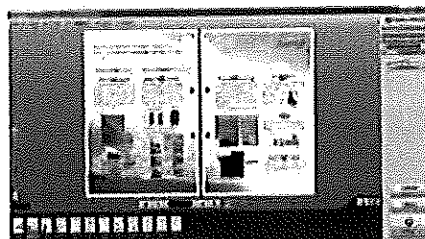
- **Energy-Saving Designs That Power Only the Areas Needed**

Konica Minolta minimises power consumption through energy-saving designs that enable power supply only to areas needed for each function; for example, not starting up the printer control panel when printing from sleep mode, or not turning on the toner-fixing heater when using the scanner or fax.

Similarly, Konica Minolta devices are equipped with Low Power and Sleep modes, saving power especially during idle phases. Furthermore, both modes could be scheduled automatically with an easy-to-use calendar tool.

- **"Print Preview" to Reduce Misprints**

Misprints could be prevented, as it is possible to preview the finished document on the machine's LCD screen before printing. This saves paper and also reduces wasteful power consumption.

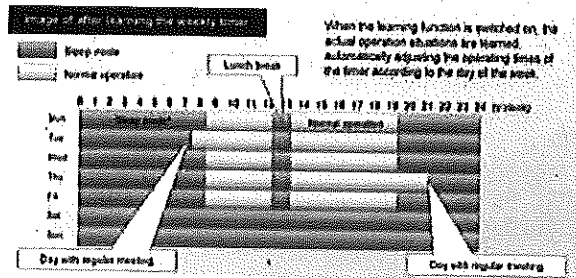


- **Duplex printing**

Every Konica Minolta device from the bizhub series offers the duplex printing function. High volume offices in particular benefit from it, reducing their power and paper consumption.

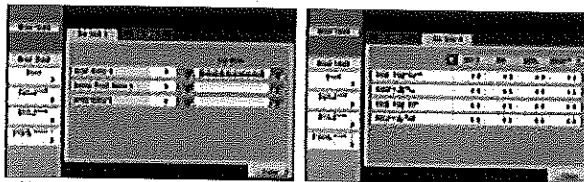
- **Weekly Timer with a Learning Function**

A weekly timer that automatically switches between normal mode and power-saving mode at pre-set times enables efficient electricity savings according to office use, such as at lunchtime, at night, and days off. The machines are also equipped with a learning function that automatically makes corrections when there is a difference between timer settings and actual usage, based on usage data for a four-week period. This enables operational management with greater energy-savings effects.



- **Eco Dashboard Increases Users' Environmental Awareness**

Graphs showing environmental contribution are displayed to increase users' environmental awareness. Reductions for different indicators, such as power consumption, and use of toner and paper, are displayed on the control panel, and can be checked by department and user.

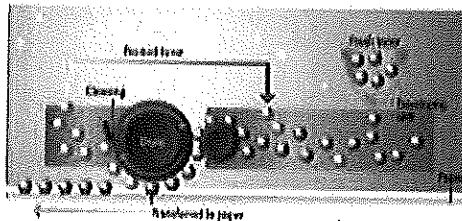


\*NOTE: This feature is not available on all models.

- **Toner Loop Mechanism Uses Toner Without Waste**

Konica Minolta's original Toner Loop Mechanism collects, circulates and reuses any toner that has not been transferred to the paper during the printing process, and is utilised for almost all of our black & white MFDs and laser printers.

Konica Minolta's proprietary Toner Recycling System detects any unused toner on the drum, collects it and then returns it automatically to the toner cartridge for re-use. This process realises resource conservation by reducing the normally 5 to 10% of wasted toner to zero.



- **Optimised Replacement Cycles**

In comparison to their predecessors, some latest generation bizhub products feature separate developing and drum units. This significantly extends the life of the consumables and optimises their replacement cycle.

On previous models, the whole imaging unit had to be replaced when the drum unit reached the end of its life, even if the developing unit was still usable. The separate drum unit and developing unit increase energy efficiency, help save resources, and reduce the cost of imaging considerably.

Additionally, longer-life consumables increase product efficiency in terms of enhanced yields; more pages can be produced, and reduced service effort. While lowering printing costs as well, this also reduces the carbon footprint related to Konica Minolta products and services.

In addition, we share the environmental expertise we have gained through experience with customers and suppliers, thereby making a greater impact through collaboration. By sharing our knowledge with customers and suppliers, our initiatives and efforts expand beyond the walls of our company, and have a much greater effect in reducing environmental impact.

### Recycled Paper

As an environmentally aware manufacturer, it is important to Konica Minolta to ensure our machines are capable of printing on recycled paper with no loss of print quality. We are using recycled paper in all our machines throughout all our own offices.

Konica Minolta exclusively recommends print media brands, which are certified by the Forest Stewardship Council (FSC – paper suppliers who adhere to responsible forest management practices) and the Blue Angel mark. These paper types are not lacking in terms of quality and reliability, and they only show a minimal environmental footprint in production. Media certified with the Blue Angel mark in particular consists of 100% recycled paper without any bleaching chemicals; their production requires a minimum of resources and power consumption.

### How Konica Minolta Customers Benefit from our Green Technologies



- **Lower Energy Consumption:** Our machines are designed to use less power, e.g. through features such as induction heating fusing (IH) technology, a dynamic eco-timer, and a low typical electricity consumption (TEC) value.



- **Reduced Input of Resources:** Paper is a valuable resource. Our machines feature several technologies that reduce paper input and avoid wastage, e.g. duplex printing, N-up printing (combining several document pages onto a single sheet), proof print and print preview (to avoid wasted output), and automatic skipping of blank pages. Of course all these functions are also available for copying.



- **Improved Carbon Footprint:** Some of the materials in our Simitri HD polymerised toner are made from biomass, which reduces the environmental impact of the toner in production, use of recycling. Besides, the toner's lower fusing temperature saves energy, and the ultra-fine particles are much smaller than in a conventional toner, meaning less toner is needed.

### Device Energy Credentials

Konica Minolta Product & Environmental Data Sheets (available on request) show the Energy Star certification for each machine – their tests, approvals, declarations, power consumption, noise and heat output and other environmental emissions.

By using the stated volumes in comparison to the specifications of a device, it is possible to calculate how much power each individual device is using. From this, the costs of electricity can be ascertained and tracked on an on-going basis:

- Each device has 3 modes – Operational (Printing), Stand by and Sleep.
- Each mode uses a different amount of kilowatts per hour (kW/h).
- Calculating the amount of time spent in each mode creates the total power required.
- Operational time = Volume / Engine Speed (i.e. 600 pages on a device printing 10 pages per minute will take 1 hour).
- Sleep mode = It is not possible to calculate for all devices exactly when a machine falls into and out of sleep mode; therefore, an assumption based on the office opening hours is made. Typically, 500 hours of sleep mode time are assumed.
- Stand by time = 720 hours per month (Operational time + Sleep time). Or, the remaining time after the other two have been calculated. 720 hours = 24 hours × 30 days.
- The Total Power used is multiplied by the rates per kW/h that the site pays for electricity.



Konica Minolta's device energy credentials are reinforced by the numerous Buyers Laboratory Inc. (BLI) awards received (the world's leading provider of information and testing services to the document-imaging industry).

Over the years, Konica Minolta has impressed the judges across all areas – energy consumption and cost, run ability with recycled paper, noise emissions, reliability, environmentally friendly features, image quality, ease of use and productivity – winning many of these awards each year, including the prestigious Line of the Year for four consecutive years.



### Environmental Training and Awareness

Konica Minolta have invested in an online training system that is used to educate colleagues in both general environmental awareness issues and in company specific aspects, impacts and controls.

Safety and Environmental forum was implemented in November 2016, this includes representatives from key areas of the business who meet on a six monthly basis to discuss and review current practices and implement new initiatives. The representatives are then tasked with championing these initiatives throughout their business area. Such initiatives include:

- **The Woodland Trust:**

As the UK's largest woodland conservation charity, the Woodland Trust is the leading voice for woods and trees, seeking to protect existing woodland, restoring ancient woodland, and creating new woodland.

In March 2016, Konica Minolta became an 'Oak Member' of the Woodland Trust, the highest level of Corporate membership available.

As an 'Oak Member', our initial donation enables the Woodland Trust to buy and plant an acre of new native woodland and maintain it forever.

By demonstrating our support and sponsorship of the Woodland Trust, we hope to subsequently impact on the buying behaviour of our customers, as well as ourselves.

Specific projects Konica Minolta has conducted with the Woodland Trust include:

- **Save the Pine Forest at Loch Arkaig, Scotland:**



Loch Arkaig Pine Forest is being sold by the *Forestry Commission Scotland* under the National Forest Land Scheme, which gives community organisations the chance to buy land where this will provide increased public value.

irreplaceable pine forest.

The Woodland Trust is collaborating with Arkaig Community Forest – a small group of local residents who share an ambitious, far-reaching and long-term vision for the 2,500-acre site – to fully restore this exceptionally rare and

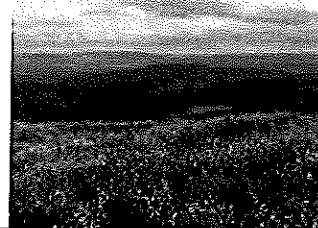
Woodland Trust has a goal of raising £500,000 to buy the forest and save it from development, before raising a further £4million to restore it to past glories, encouraging growth of new wildlife rich pine forest; a restoration goal that will take approximately 20 years to achieve.

The staff at Konica Minolta chose to support the Loch Arkaig campaign, and in July 2016, raised £5,652 towards the £500,000 purchasing. On Friday 7<sup>th</sup> October 2016, representatives from Konica Minolta – including [REDACTED] – presented the cheque to the Woodland Trust.

- **Tree-Planting Days, Stirling and Hertfordshire:**

In November 2016, Konica Minolta took part in a 'Tree Planting Day' in the Woodland Trust owned Heartwood Forest, near Sandridge in Hertfordshire, involving 80 delegates, including staff, customers and prospective customers.

A further 'Tree Planting Day' is set for 10<sup>th</sup> March 2017 at the Woodland Trust's Glen Finglas site, in Stirling, Scotland. As an 'Oak Member', Konica



Minolta has enabled the Woodland Trust to buy and plant this acre of new native woodland, and maintain it forever.

15 staff from our Livingston office and others from our Aberdeen office and other offices throughout the UK will be attending.

We have also extended invitations to several customers, who plan on also attending the event.

- Provision of bike sheds – this enables colleagues to cycle to work reducing traffic and emissions as well as encouraging healthy practices.
- New car policy – the new car policy means reduced emissions (all new company cars have CO<sup>2</sup> emissions of less than 130g/km), this in turn will reduce our impact on local air quality. For the first time electric and hybrid vehicles are available as company cars.
- A recent decision to renew the head office lease enables us to maintain local employment and access routes to major transport links that negate the need to take heavy goods vehicles through residential areas.
- Double decker lorries are utilised for deliveries, which significantly reduces emissions and the number of journeys on local roads.
- In areas of high congestion such as London, walking engineers are used to minimise traffic on local roads.

## 7.2. Social & Ethical Responsibility (Weighting 20%)

Contractors must take all reasonable steps to ensure that Goods supplied under this Framework Agreement are produced in accordance with all International Labour Organisation (ILO) conventions that have been ratified by the country of their origin, in particular in relation to working conditions and the use of child labour.

Contractors will be expected to have a comprehensive system which demonstrates an on-going and systematic approach to identifying and managing risks relating to labour standards, working conditions and use of child labour in the supply chains relevant to the Framework Agreement. This should include:

- policy
- roles and responsibilities
- objectives, targets and programmes
- training and awareness
- communications (including whistle blowing)
- documentation and procedures
- supply chain management
- emergency response
- monitoring and reporting (including identification of all suppliers, changes made and audits undertaken in accordance with appropriate standards e.g. ETI Base Code, SEDEX, or equivalent)
- corrective action and review.

Contractors will be required to demonstrate continual improvement in working conditions and labour standards, while enhancing policies and systems and, where relevant, work with the Authority during the term of the Framework Agreement to ensure compliance with new and emerging legislation.

Contractors should provide detail on the action it takes to ensure that labour standards are being maintained in line with ILO core conventions and local labour laws, throughout its supply chain(s) for Goods relevant to the Framework Agreement.

Contractors should also provide detail on the action it will take to promote health and safety, human rights including security of employment rights, equality of opportunity, prevention of corruption and fair trade within the supply chain in connection with delivery of this Framework Agreement.

### Response:

#### Policy

Konica Minolta is fully compliant with the requirements of the *International Labour Organisation*, and the *Labour Standards*.

We also recognise our responsibility, as defined by the *Modern Slavery Act 2015*, and are committed to positively contributing to society through building on a strong foundation of good corporate citizenship. We have a zero-tolerance approach to modern slavery and human trafficking, and will not support or deal with any business that is involved in either.

We are committed to acting with integrity in all our business dealings and take steps to ensure transparency in both our own business, and the businesses in our supply chain.

As a global manufacturing organisation (and the manufacturer of the goods we will supply under the Framework), Konica Minolta Inc. (our Japan-based parent company, who operates all manufacturing processes) and worldwide Konica Minolta subsidiaries are conscious of our impact on the environment and the communities within which we operate, and are therefore committed to upholding our Corporate Social Responsibilities (CSRs).

Konica Minolta views CSR efforts as an integral part of its Group's management. We aim to contribute to the resolution of societal challenges by creating value that improves the quality of our world through our business endeavours; we strive to live up to the trust and expectations of society, by actively engaging in activities that fulfil Konica Minolta's responsibility for preserving the global environment, as well as for its various

stakeholders.

Konica Minolta's vision is to be:

***"A global company that is vital to society.  
An innovative company that is robust and constantly evolving."***

In conjunction with this vision, Konica Minolta has adopted "*The Creation of New Value*" as its management philosophy. This term refers not only to the values of a product's convenient function or usability, but also to the fact that the Group seeks to identify and realise the values needed by the times in which we live, based on the three dimensions of the *economy*, the *environment*, and *society*. This philosophy guides our CSR activities, and encompasses our core values.

Based on our management philosophy, the Konica Minolta Group *Charter of Corporate Behaviour* was established to provide guidelines by which Konica Minolta would transform itself, while interacting with society and work to make more contributions to society.

Every person working for Konica Minolta is developing CSR efforts through various aspects of the company's business activities in accordance with the Charter of Corporate Behaviour.

The Konica Minolta Group Guidance for the Charter of Corporate Behaviour, which is shared globally, illustrates desirable behaviour in each of the categories included in the Charter (below) as a basis for understanding and putting the Charter into practice.

1. Beneficial and Safe Products
2. Fair and Transparent Corporate Activities
3. Communications with Society and Information Disclosure
4. Environmental Protection
5. Contribution to Society
6. Respect for Employees
7. Responsible Actions

Conscious that large companies must address a range of social issues (encompassing human rights, environmental challenges and labour issues),

#### Redacted diagram

The Group Guidance articulates Konica Minolta's commitment to acting in compliance with international social norms, such as the *United Nations Global Compact*, in which the company participates, and the *Universal Declaration of Human Rights*.

Please also see a copy of our *UK Modern Slavery and Ethical Sourcing Policy* submitted within the appendices.

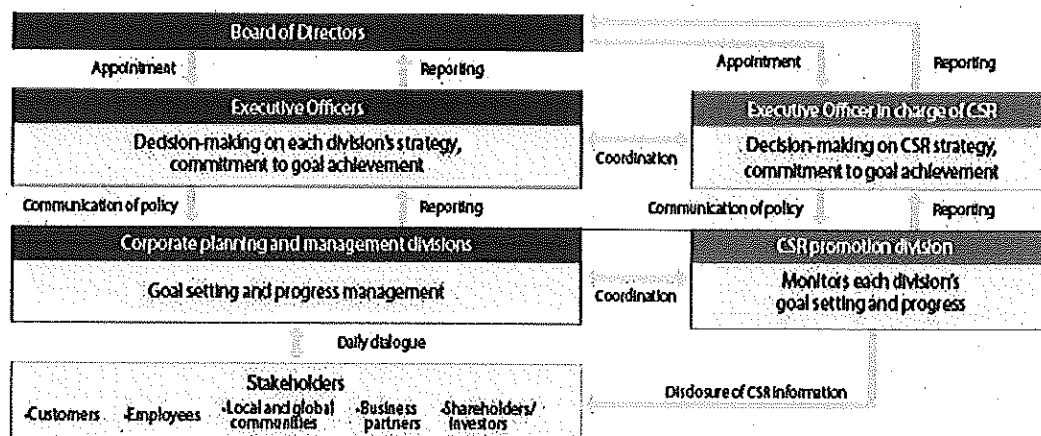
#### **Roles and Responsibilities (CSR Management System)**

As we mention earlier, every person working for Konica Minolta globally is developing CSR efforts through various aspects of the company's business activities in accordance with the Charter of Corporate Behaviour. The Konica Minolta Group Guidance for the Charter of Corporate Behaviour, which is shared globally, illustrates desirable behaviour in each of the categories included in the Charter as a basis for understanding and putting the Charter into practice.

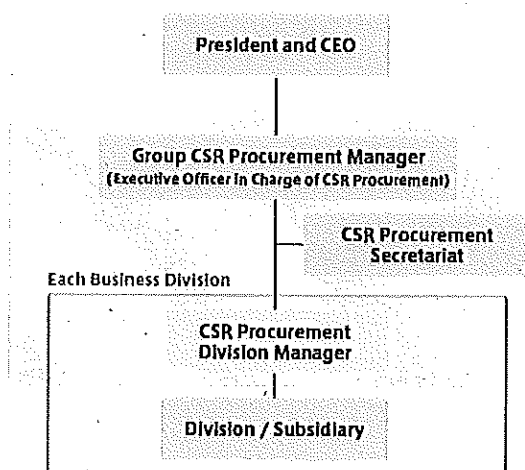
At Konica Minolta's global headquarters in Japan (which manages all manufacturing processes), the executive officer responsible for CSR, who is appointed by the Board of Directors, carries the duties and authorities concerning the entire Group's CSR.

Directly reporting to the officer is the CSR promotion division, which sees to the implementation of CSR management for the entire Group. The division reports the progress of CSR activities to the executive officer responsible for CSR, while also reviewing measures and making proposals.

Regarding matters of great importance, the Executive Officers meet in a timely fashion to deliberate, keeping CSR at the forefront of management decisions.



Konica Minolta also has an established system to promote CSR procurement throughout all global subsidiaries, and is determined to fulfil its social responsibility across the entire supply chain. Under the Group CSR Procurement Manager (an executive officer with responsibility and authority related to CSR activities in supply chain for the entire Group), this system consists of the overall managers of each business division. They review progress related to CSR procurement issues throughout the Group, and authorise targets and action plans.



In the UK, compliance with the Modern Slavery and Ethical Sourcing Policy is mandatory. Our Directors and Managers are responsible for leading the way in implementing this policy statement and its objectives within their business function and their respective supply chain.

The sections below all detail actions that Konica Minolta takes, both in the UK and globally, to ensure that maintenance of labour standards are in line with ILO core conventions and local labour laws throughout our supply chains. It also highlights any corrective actions identified, with appropriate reviews as necessary.

### **Supply Chain Management Objectives**

As a global organisation, there are many supplier, stakeholder and third party relationships to manage. Konica Minolta is committed to ensuring that all goods and services provided throughout our supply chain are sourced ethically.

Konica Minolta's vision for CSR activities in the supply chain is to establish a sustainable society in which human rights are respected. We believe that it is important to increase the corporate value, not only of the Group, but also our suppliers, by working together to address respect for human rights, and resolving this social issue within our procurement and production operations, enabling customers to purchase products with peace

of mind.

With respect to CSR procurement, Konica Minolta plans to support suppliers, including the training of internal assessors, in conjunction with the identification and improvement of issues through CSR assessments and audits, using a self-assessment questionnaire to help suppliers achieve their independent initiatives.

We strive to make improvements to our supply chain through assessments and audits based on our *Supplier Code of Conduct*, which is based on recognised international standards, principals and best practices, and complies with the *Electronic Industry Citizen Coalition (EICC) Code of Conduct*. The EICC is an organisation promoting CSR in the supply chain for the electronics industry.

The Code sets out the minimum standards of behaviour we require of our suppliers. We ask our suppliers not just to comply with this Code, but to use all reasonable endeavours to exceed it, and promote best practice and continual improvement throughout their business operations.

The Code is applicable to all suppliers, and suppliers are expected to cascade these requirements to their own supply chains.

### **Supply Chain Management Programmes and Initiatives**

#### **Konica Minolta's CSR Procurement Initiatives**

We recognise that companies have to take social responsibility, not only for their own products but also for improving labour conditions (human rights), ethics, the environment, and safety and health in the supply chain used to deliver products to customers.

In line with this recognition, Konica Minolta promotes CSR procurement that pursues these kinds of improvements together with its business partners, who supply and produce materials such as raw materials, parts and components, as well as our Group production sites, with the aim of establishing a sustainable society in which human rights are respected.

Laws such as the *California Transparency in Supply Chains Act* and the *UK Modern Slavery Act 2015* have been enacted in recent years. More than ever, companies' human rights initiatives must also address the issues of slavery and human trafficking.

In response to social demands like these, the EICC has been updating its code of conduct and various systems. As an EICC member, Konica Minolta makes use of the EICC's framework to address social issues.

#### **Konica Minolta's CSR Procurement Promotion Programme**

Konica Minolta strives to ensure socially responsible procurement by requesting suppliers to participate in CSR activities, assessments, and audits, and helping them to improve.

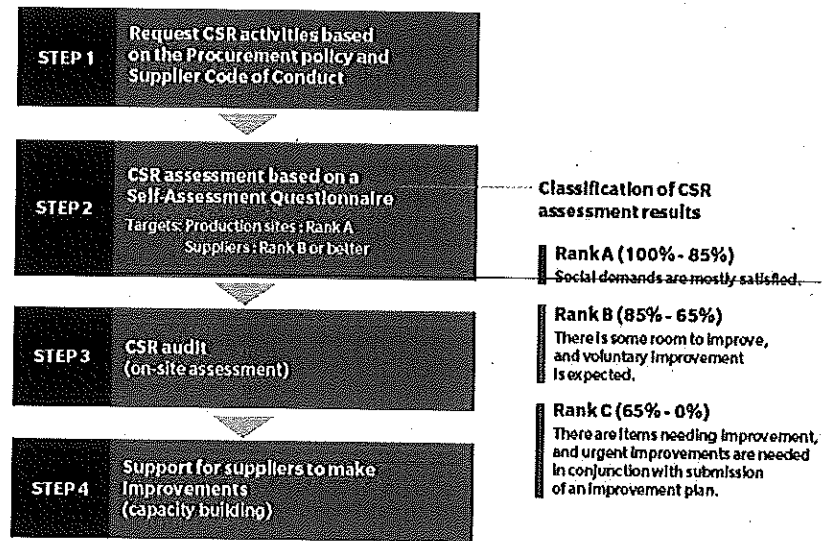
Konica Minolta has implemented a four step CSR procurement promotion program to address any issues related to labour conditions (human rights), ethics, safety and health, and environmental in its supply chain. The scope of the program covers existing and new suppliers from which the Group directly purchases materials and contracts work.

First, suppliers are requested to carry out CSR activities based on clearly articulated standards to be maintained in line with Konica Minolta's procurement policies and Supplier Code of Conduct. Suppliers from which the Group makes purchases directly are asked to relay this request to upstream suppliers.

Next, CSR assessments are conducted using a Self-Assessment Questionnaire, in order to assess the level of implementation of the Konica Minolta Supplier Code of Conduct. Where assessment results do not meet targets, the Group has suppliers make improvements.

Finally, the Group sometimes reconsiders doing business with suppliers that do not make any improvement at all despite the support provided.

Please see Konica Minolta's CSR Procurement Promotion Program illustrated below:



Konica Minolta conducts activities at the Group's production sites as well, according to the CSR Procurement Promotion Program.

**Supply Chain Management Targets**

In setting global goals for CSR activities, Konica Minolta refers to international guidelines, including the UN Global Compact and ISO 26000.

**Fiscal 2015/16 Targets and Results**

Fiscal 2015/16 Targets	Fiscal 2015/16 Results
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

- Rank A: Social demands are mostly satisfied.
- Rank B: There is some room to improve, and voluntary improvement is expected.
- Rank C: There are items needing improvement, and urgent improvements are needed in conjunction with submission of an improvement plan.

Suppliers are requested to conduct CSR activities using Konica Minolta's procurement policies and the Konica Minolta Supplier Code of Conduct, in order to get suppliers to understand and promote the CSR procurement policies and standards required by Konica Minolta.

[REDACTED]

[REDACTED]

In terms of Konica Minolta's machine production and its supply chain, Japan accounts for half of the regional distribution of assessed suppliers, with the other half being in China and Southeast Asia. When the assessment results for each supplier were analysed in the four areas of labour conditions (human rights), ethics, the environment; and safety and health, there were some suppliers that had low evaluations on particular points, even though they had met the overall target for each area. Accordingly, those suppliers were asked to make voluntary improvements in this regard, as well.

**Fiscal 2016/17 Targets and Plans**

<ul style="list-style-type: none"> <li>• CSR requests</li> <li>• CSR assessments</li> <li>• CSR audits</li> </ul>	<ul style="list-style-type: none"> <li>• Make CSR requests to all suppliers</li> <li>• Conduct CSR assessments on about 70 suppliers</li> <li>• Perform a Konica Minolta CSR Audit on two production sites and one supplier</li> </ul>
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In the current Fiscal 2016/17, the Konica Minolta Supplier Code of Conduct was revised following revision of the EICC Code of Conduct, and Konica Minolta has been making new CSR requests to all its suppliers.

[REDACTED]

[REDACTED]

[REDACTED]

**Training and Awareness**

**Training for Relevant Personnel at Konica Minolta**

In order to succeed with CSR procurement, the Konica Minolta Group must ensure that relevant personnel understand its CSR procurement objectives and tools for implementation. In 2015, education was given to a total of around [REDACTED] relevant personnel in our manufacturing sites in and outside Japan; with topics such as CSR-related laws and regulations, social trends, and questionnaire-based CSR assessments.

In the UK, all staff undergo mandatory training as part of their induction processes, which must be completed within their first 12 weeks of joining the company. This is delivered through eLearning modules, with accompanying assessments designed to test and confirm knowledge. Furthermore, ongoing refresher training is mandated for all staff, which they must complete annually.

**Support and Incentives for Suppliers**

We also aim to support and incentive our suppliers. Aiming to encourage suppliers to engage in self-directed CSR activities, Konica Minolta explains to suppliers the social expectation for CSR procurement, including customer demands, and provides education related to EICC audit standards required in CSR audits. Also, based on audit results, the Group provides suppliers with support for improvements that make use of Konica Minolta's knowledge.



As an example, a Konica Minolta CSR Audit was conducted at *Allied Precision Manufacturing* in Malaysia. Although the audit found no issues requiring an urgent response, going forward, Konica Minolta plans to formulate an improvement plan and work with this supplier to ensure improvements are made.

In fiscal 2015, Konica Minolta supported improvements at Allied Precision Manufacturing. After providing CSR education, Konica Minolta and Allied Precision Manufacturing worked together to formulate an improvement plan for issues that the CSR audit made clear. Moving forward, Konica Minolta plans to provide ongoing support by holding meetings to verify improvement progress and offering advice for improvements as appropriate.

#### **Documentation and Procedures**

Konica Minolta uses the EICC Code of Conduct as the Konica Minolta Supplier Code of Conduct, which it provides in Japanese, English, and Chinese.

The standards set out in the Code reference international norms and standards including ILO International Labour Standards, the Universal Declaration of Human Rights, United Nations Global Compact, United Nations Convention against Corruption, OECD Guidelines for Multinational Enterprises, ISO and SA standards, and many more.

Using key principles in the Konica Minolta Group Supplier Code of Conduct as guidance to develop our own UK version, we ensure continuity and integration is fully aligned with our corporate vision and strategy.

Copies of both policies have been provided within the appendices.

#### **Communications (including Whistle Blowing)**

As part of our global and UK Supplier Codes of Conduct, Konica Minolta expects the highest standards of ethical conduct in all of its endeavours. We expect that our suppliers shall always be ethical in every aspect of their businesses, including relationships, practices, sourcing and operations.

We expect that their business ethics include the protection of identity and non-retaliation, and that suppliers shall maintain programs that ensure the confidentiality and protection of supplier and employee whistle-blowing (if possible). We also expect that suppliers should have a communicated process for their personnel to be able to raise any concerns without fear of retaliation.

Furthermore, we expect suppliers to have management systems in place to support compliance with these expectations. As an example, worker feedback and participation is key, and we expect suppliers to set in place an anonymous feedback mechanism, with programmes in place to ensure the protection of confidentiality, and obstruction of retaliation regarding whistle blowing made in good faith.

#### **Emergency Response**

Konica Minolta's global and UK Supplier Codes of Conduct, also cover health and safety, and we believe that a safe, healthy working environment enhances operational performance, and increases morale and employee retention. We believe every employee has the right to work in a safe, healthy environment.

The Codes cover Emergency Preparedness, with the expectation on our suppliers that potential emergency situations and events are identified and assessed, and their impact minimised by implementing emergency plans and response procedures including: emergency reporting, employee notification and evacuation procedures, worker training and drills, appropriate fire detection and suppression equipment, adequate exit facilities and recovery plans. Such plans and procedures shall focus on minimising harm to life, the environment and property.

Konica Minolta confirms adherence to these principles and practices at all its locations, both globally and in the UK.

#### **Monitoring and Reporting (including Identification of all Suppliers, Changes Made and Audits**

#### Undertaken in Accordance with Appropriate Standards e.g. ETI Base Code, SEDEX, or Equivalent)

Earlier above, we write that as an EICC member, Konica Minolta makes use of the EICC's framework to address social issues, and we explain our CSR assessments and audits conducted with our suppliers and supply chain.

Details of audits, findings and actions taken are published in our annual CSR Report, which consists of the pamphlet and the web-based information, is in accordance with the "core" option of the Global Reporting Initiative's G4 Sustainability Reporting Guidelines.

Within the appendices, we have provided a copy of our 2016 CSR report, and pages 29 – 32 in particular report on these CSR activities within our supply chain.

#### Continual Improvement

Konica Minolta ensures that it is continually improving working conditions and labour standards; enhancing its policies and systems; and ensuring compliance with new and emerging legislation.

As an example, we explained earlier that as part of our current Fiscal 2016/17 plans and targets, the global Konica Minolta Supplier Code of Conduct was revised following revision of the EICC Code of Conduct. Subsequently, Konica Minolta has in turn been making new CSR audit and assessment requests to all its suppliers as part of the fiscal year plans and targets.

The recent revision included an amendment to *Section A1 – Freely Chosen Employment*. The approved language, which moved the Code to zero fees for workers, includes the wording that worker shall not be required to pay employers' or agents' recruitment fees, or other related fees for their employment; and that if any such fees are found to have been paid by workers, such fees shall be repaid to the worker.

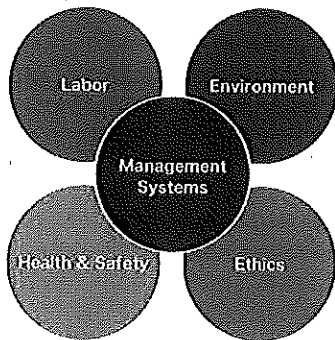
In the UK, we are also continuously demonstrating our commitment to the Modern Slavery Act 2015 and ethical sourcing. Actions we have undertaken, and are undertaking include:

- Benchmarked our current policies, procedures and practices relating to modern slavery and ethical sourcing with leading practices, and identified gaps and appropriate remediation plans.
- Developed a Supplier Code of Conduct, made readily available for all suppliers (and customers), setting out our minimum standards and expectations, not only regarding modern slavery and human trafficking, but also other ethical matters including health & safety, environment and corporate ethics such as conflict of interest, data protection, anti-bribery and corruption.
- Developed a Modern Slavery and Ethical Sourcing Policy demonstrating the Company's commitment in these areas.
- Introduced a stringent supplier procurement selection processes including due diligence, pre-qualification questionnaire, and a risk assessment process.
- Developed and implemented procurement guidelines and supplier standard contractual clauses in our supplier agreements, which promote the virtues of compliance with the Modern Slavery Act. Its aim is to compel suppliers to give undertakings, and to implement their own steps to comply with the provisions in their dealings with Konica Minolta and other business partners.
- Established a 'buyers' forum' comprising members of our senior management tier, who meet quarterly to monitor suppliers and respective supply chains within and outside the UK.
- Promoted awareness relating to the provision of the Modern Slavery Act, and the potential risks facing our organisation. This was done through internal training and presentations to the employees who are engaged in dealings with our suppliers; and to the wider business as part of our eLearning modules, which all staff complete on joining the company, alongside annual refresher training.
- Developing a system for supply chain audit and verification, whereby we will regularly evaluate potential

and existing suppliers (and/or renew existing arrangements) before entering into an agreement with them.

- Ensuring that our recruitment policies, procedures and practices are suitably designed, to minimise the risk of human trafficking and modern slavery exploitation.
- Conducting regular supplier due diligence checks, by seeking and obtaining written declarations from suppliers confirming that they are aware of the Modern Slavery Act; have taken (and will continue to take) positive steps to address the global problems of human trafficking, compulsory labour, servitude and forced bonded employment, and will comply with the provisions of the Modern Slavery Act 2015.

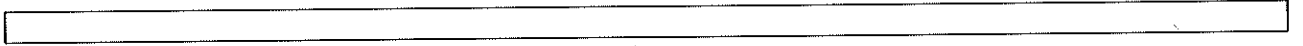
**Promoting Health and Safety, Human Rights including Security of Employment Rights, Equality of Opportunity, Prevention of Corruption, and Fair Trade within the Supply Chain**



Earlier, we explain that the EICC (the *Electronic Industry Citizen Coalition*) is an organisation promoting CSR in the supply chain for the electronics industry, and as an EICC member, Konica Minolta makes use of the EICC’s framework to address social issues.

The focus is on the key elements of Labour, Environment, Health & Safety, Ethics; and appropriate Management Systems to ensure delivery of obligations and responsibilities in all areas. The table below further illustrates areas addressed as part of our supply chain management and processes.

Labour	Environment	Health & Safety	Ethics	Management Systems
1. Freely Chosen Employment	1. Permits & Reporting	1. Occupational Safety	1. Business Integrity	1. Company Commitment
2. Young workers	2. Pollution Prevention	2. Emergency Preparedness	2. No Improper Advantage	2. Management Accountability and Responsibility
3. Working Hours	3. Hazardous Substances	3. Occupational Injury and Illness	3. Disclosure of Information	3. Legal and Customer Requirements
4. Wages and Benefits	4. Wastewater and Solid Waste	4. Industrial Hygiene	4. Intellectual Property	4. Risk Assessment and Risk Management
5. Humane Treatment	5. Air Emissions	5. Physically Demanding Work	5. Fair Business, Advertising and Competition	5. Improvement Objectives
6. Non-Discrimination	6. Stormwater management	6. Machine Safeguarding	6. Protection of Identity and Non-Retaliation	6. Training Communication
7. Freedom of Association	7. Materials restrictions	7. Sanitation, food & housing	7. Responsible Sourcing of Minerals	7. Worker Feedback and Participation
	8. Energy Consumption and Greenhouse Gas Emissions	8. Health & Safety Communication	8. Privacy	8. Audits and Assessments
				9. Corrective Action Process
				10. Documentation and Records
				11. Supplier responsibility



### 7.3. End of Life Management (Weighting 20%)

Contractors should provide details of the services which will be made available in the end of life management of products, which aim to extend the useful life of products and components and promotes the waste hierarchy (e.g. re-use, repair, refurbish, re-condition, re-manufacture). This includes extending the range of re-manufactured products available with an appropriate quality standard or, where not practical, recycling as well as compliance with security, RoHS and WEEE requirements.

Details of any buy back and/or recycling options available from the Contractor and/or each manufacturer of the devices proposed under this Framework Agreement should be provided.

Contractors should also provide details on how they will support Framework Public Bodies to enhance and extend the useful life across the range of framework devices.

#### Response:

Konica Minolta confirms we will comply with the Scottish Government (The Authority) end of life management requirement. Konica Minolta will adhere to, and fulfil all obligations relevant under the Waste (Scotland) Regulations, the WEEE Regulations, RoHS Regulations, Batteries Regulations and other relevant regulations and guidelines, for the duration of this Framework Agreement, ensuring that all end of life equipment and components which cannot be re-used is recycled minimising waste to landfill. Konica Minolta is a founder member of the 'Business Equipment Industry Group for the Environment'. The aim of this group is to implement best environmental practices across the industry.

#### Waste Electrical and Electronic Equipment (WEEE) Directive

Konica Minolta will support the removal and handover of end-of-life devices, which are no longer fit for purpose under our WEEE Directive. In accordance with the WEEE Regulations and applying the waste hierarchy, used machines that are returned to Konica Minolta are inspected to determine if they can be refurbished and sold, reused via export or scrapped and recycled. We are a Registered Producer under the terms of the legislation; our Registration Number is WEE/JH0052T. Konica Minolta has the exemption T11 – Repair or refurbishment of WEEE from the Environment Agency for this activity (NCC/059935).

Zero Landfill Solution



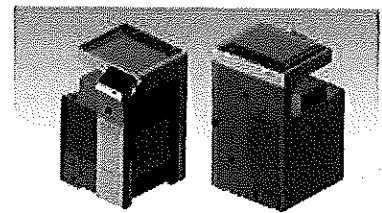
Once it has been decided that used machines will be scrapped and recycled the machines are placed inside a trailer and associated paperwork is placed at the entrance to the trailer. Konica Minolta does not disassemble machines that are destined for scrap or recycling unless parts are required. All machines returned to Konica Minolta under the WEEE Directive are 100% recycled back to raw materials, which are then used in other manufacturing industries. NOTHING is sent to landfill.

Office WEEE produced by Konica Minolta (e.g. computers including laptops, monitors, mobile phones etc.) are collected separately and disposed of as required. Compliance Specialists are responsible for determining how and where waste will be treated in accordance with relevant legislation. We have entered into arrangements with appropriately licensed recycling companies to facilitate the optimised retrieval of recyclable content from, and environmental friendly disposal of, the materials and components of our products that reach end of life, and of the many competitor products, which we upgrade to new Konica Minolta devices.

Konica Minolta is committed to collecting products at the end of their use and recycling them. Our 'A World on Loan' recycling programme will provide customers with a simple process to return and recycle used Konica Minolta consumables and is provided free of charge.

#### Recycling Used PET Bottles and PC Gallon Bottles into an Outer Casing Material for MFDs

Konica Minolta has been striving to develop innovative technology to recycle PET plastic beverage bottles into plastic material with sufficient strength,



PC+PET (recycled) PC+ABS (recycled)

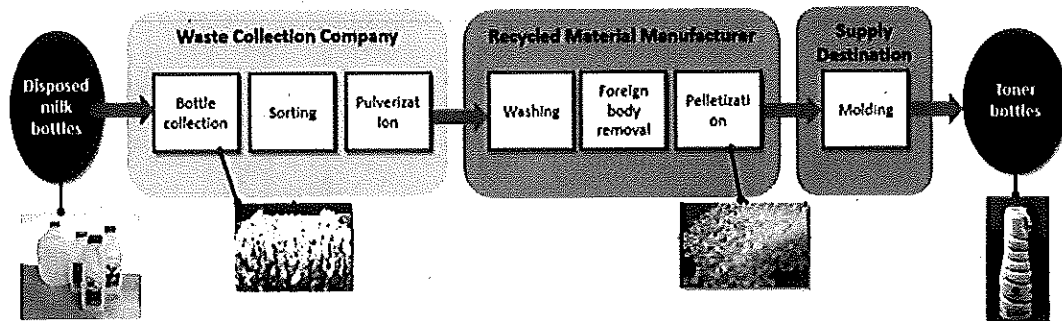
flame resistance and usability for the outer casing of MFDs.

Making use of polymer alloy technology to obtain better performance by blending different resins, the company developed recycled PC/PET plastic, which is a composite material made with polycarbonate (PC) recycled from used gallon bottles. This material was the first in the industry to be used in the outer casing of colour MFDs, in Konica Minolta's bizhub series:

### Recycling Used Milk Bottles into Toner Bottles

Konica Minolta recycles milk bottles made out of polyethylene, which are widely distributed in Europe and the U.S., and turns them into toner bottles for MFDs. It developed washing technology that removes the smell of milk and minute cells that would lead to quality degradation, and established a mass production system in Mexico and Malaysia. The company intends to increase the proportion of recycled material in the raw material used for toner containers from the current 25% to 100% in the future.

### Milk Bottle Recycling Process



### Buy-Back Options

We can facilitate the free-of-charge removal of end-of-life devices (where refreshed for Konica Minolta devices) under the WEEE directive, in line with an agreed project plan and business-as-usual (BAU) requirements. For non-end-of-life devices that are deemed inefficient and non-cost-effective, Konica Minolta has a network of partners, which we will utilise in order to provide a valuation for the equipment to be retired. Konica Minolta will pass any residual back to the customer, along with any relevant disposal and collection charges.

Our primary Asset Management tool is fully 3rd-party compliant, and able to run on all manufacturers' devices; thus allowing us understand both the commercial and technological value of a device in a particular environment. This ensures that investment is maximised, and devices used effectively, whilst demonstrating flexibility over a longer than standard contract term.

The process employed will be subject to full audit, assessment and pricing agreement; and is completely bespoke to each customer, depending upon the current and future state recommendations, final agreed solution to be deployed, and specific rollout requirements as mutually agreed. Commercial pricing structures for the buy-back of legacy devices will be available following a detailed assessment of the customers' current assets.

### Enhance and extend the useful life of devices

As part of operational management, and for maintaining the quality of services, Konica Minolta will employ continual service improvement for every customer. For instance, throughout the contract term Konica Minolta will carry out fleet utilisation analysis. We will use the reports from these to make relevant proposals for moves and relocations of devices, ensuring maximum value is extracted from each device, and total efficiency is delivered to each customer. Device Utilisation Reports are produced which highlight under- and over-used devices.

To drive our customers print environment forward, Konica Minolta will assist in the creation of a robust Print Policy, which will demonstrate clarity of user and critical business process requirement both at the outset and throughout the contract life.

#### 7.4. Packaging and Waste (Weighting 20%)

Contractors will be required to support a reduction in packaging under this Framework Agreement. This must not hinder the safe delivery of products. Minimisation of waste will be achieved through application of the waste hierarchy.

Contractors should provide details of their plans and proposed initiatives to reduce and eliminate packaging and waste under this Framework Agreement, including innovative solutions.

Contractors will be responsible for the collection, removal and re-cycling of all packaging material under this Framework Agreement. All packaging components will be easily separable by hand into individual materials to facilitate re-cycling. Contractors should describe their process for package recycling.

Contractors should also describe their processes or initiatives for collection and return of used toner bottles and cartridges (this system may similarly apply to other waste e.g. waste toner, developer liquids / powder, replaceable units such as fuser or developer, broken parts and packaging).

Contractors must comply with their obligations under RoHS guidelines. Where there is a cost, these collection and return services are to be provided at a minimum cost to the Framework Public Body and should be detailed in the document *ITT – Schedule 2 (Pricing) – Principal Catalogue: Rates – Office Equipment*.

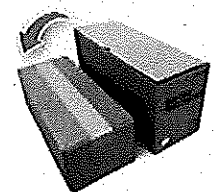
#### Response:

Konica Minolta confirms we will comply with the Scottish Government (The Authority) packaging and waste requirements. Under this Framework Agreement Konica Minolta will support a reduction in packaging whilst not hindering the safe delivery of products. Konica Minolta maintains a Legal and Other Requirements Register (BGB0557) to enable management and compliance of relevant requirements (Legal and Other Requirements Procedure BGB0022). At Konica Minolta we:

- Operate and maintain an Environmental Management System based on the principles of ISO 14001 to continuously improve our performance and meet customer requirements
- Comply with all relevant legal and other requirements with the aim of achieving best practice
- Educate our colleagues about and raise awareness of environmental issues
- Minimise waste and reduce consumption focusing on used packaging management, recycling and reuse and energy efficiency (Adheres to EU packaging and waste regulations)
- Seek to use business partners that demonstrate implementation of sustainable development practices
- Communicate environmental and sustainability information effectively and transparently with our colleagues, Konica Minolta Group and interested parties
- Continuously evaluate and improve our performance and processes through the setting of targets and objectives
- Review and audit our business activities on a regular basis to measure our performance and compliance
- Prevent pollution and minimise potentially harmful impacts of our activities on the environment giving highest priority to those that present the highest risk
- Maintain and test our Emergency plans

#### Measures for Packaging Reduction

In 2014, Konica Minolta worked at reducing packaging materials for replacement parts that have a high distribution volume. It surveyed the transportation situation in each country and reduced the size of packages, by optimising impact resistance during transportation. Reducing the size and weight of products has minimised the use of packaging materials, and contributed to the reduction of CO<sub>2</sub> emissions during distribution, by increasing transportation efficiency.





### **Packaging Disposal**

Konica Minolta will be responsible for the disposal of supplies and packaging when it delivers equipment to a customer site. The bulk of device packaging is already removed for the Pre-Delivery Inspections (PDIs) prior to device delivery and only minimal protective covering is used during the delivery and installation. Items will be packed by order and labelled separately. Konica Minolta will ensure that all packaging is of adequate size and of substantial quality to prevent damage to the goods and with regard to the environment. Each delivery will be accompanied by a delivery note, in a plastic sleeve, containing the following information as a minimum:

- the name of the contents;
- the net, gross and tare weights; and
- appropriate Contract and Order references.

Once a machine has been installed, all packaging materials will be removed from site and returned to our warehouse for recycling.

### **Waste Management**

Waste management has been identified as a significant environmental aspect where impacts could be minimised through planning and investment. Our parent company Konica Minolta Inc. is consistently reducing packaging and local treatment mechanisms have been implemented to maximise waste recovery. Polythene and cardboard waste are segregated and baled; this allows resale and ensures 100% recycling. Polystyrene is compacted using state of the art equipment, again this waste material is re-sold and therefore this usually difficult stream is 100% recycled. This process combined with the compaction of general waste significantly reduces the number of waste collections, reducing vehicle emissions, fuel consumption and traffic on local roads. In 2016 Konica Minolta's UK head office in Basildon, Essex achieved 100% diversion from landfill with non-recyclable general waste being sent for energy recovery. We have also transferred all waste collections to a local provider, the aim being to both reduce the environmental impact associated with long distance transportation of waste and to support local businesses and employment.

Onward packaging waste is minimised using lightweight polythene wrapping which is just sufficient to protect the product during the delivery process. This waste is then removed from the site to ensure it is recycled rather than ending up in landfill.

The company offer free recycling and collection of waste consumables to all Framework customers, the disposal route selected prevents export of waste outside the UK and ensures 100% recycling. This is a zero waste to landfill and incineration scheme.

### **Waste Hierarchy**

Konica Minolta has implemented a waste segregation system to minimise the waste sent to landfill and maximise the reuse and recycling of waste in accordance with the waste hierarchy. Segregation of waste occurs at the point of generation. Adequate segregation of waste ensures that maximum recovery of reusable and recyclable wastes occurs. The segregation system has resulted in a significant portion of waste being reused or recycled. Wastes that are recycled include:

- Paper
- Cardboard
- Plastic drinking cups
- Plastic packing waste
- Aluminium cans
- WEEE as appropriate
- Wood packing waste
- Polystyrene packing waste

Konica Minolta reviews the marketability of its waste for recycling and reuse on a regular basis should sufficient amounts of reusable / recyclable waste be produced.

## Waste Electrical and Electronic Equipment (WEEE) Directive

Konica Minolta will support the removal and handover of end-of-life devices, which are no longer fit for purpose under our WEEE Directive.

Zero Landfill Solution



All machines returned to Konica Minolta under the WEEE Directive are 100% recycled back to raw materials, which are then used in other manufacturing industries. NOTHING is sent to landfill.

We have entered into arrangements with appropriately licensed recycling companies to facilitate the optimised retrieval of recyclable content from, and environmental friendly disposal of, the materials and components of our products that reach end of life, and of the many competitor products, which we upgrade to new Konica Minolta devices.

We are a Registered Producer under the terms of the legislation; our Registration Number is WEE/JH0052T.

Konica Minolta is committed to collecting products at the end of their use and recycling them. Our 'A World on Loan' recycling programme will provide customers with a simple process to return and recycle used Konica Minolta consumables and is provided free of charge.

### Packaging Recycling

Konica Minolta is proud to run one of the most advanced recycling programmes in the industry, helping to ensure the maximum amount of waste is reused or recycled, thus minimising our impact on the environment.

Packaging and Waste is an area covered by legislation, in which detailed information and statistics have to be kept and submitted to the Environment Agency. Under the Producer Responsibility Obligations (Packaging Waste) Regulations 2007, Konica Minolta recognises our responsibility for achieving recycling and recovery targets.

Recycling is a key objective at our UK Head Office, where waste streams have been reviewed, and recycling goals identified.



Konica Minolta has established the "greenhub" recycling centre at its UK logistics warehouse. It separates used packaging materials for MFDs into cardboard, styrene foam, and film, and then crushes and compresses them before selling them to a local recycling operator.



greenhub

In the greenhub, it pulverises and compresses styrene foam (which has low transportation efficiency due to its large volume relative to weight), in an effort to reduce environmental impact associated with its transportation. Other recycling schemes include aluminium cans, glass platens, toner powder, plastic cups, plastic bags, fluorescent tubes, computers, mobile phones, plastic film, circuit boards, metal, toner bottles, stamps, aluminium rollers, batteries and CDs.

### Consumables Recycling

Konica Minolta has developed A World on Loan, a recycling program for bizhub consumables to help our customers meet and exceed their environmental targets for recycling and to protect the environment. This scheme provides a process to return and recycle used consumables. Documentation (Waste Transfer Note) shall be provided to customers to demonstrate that 100% of the returned consumable materials are recycled and recovered into raw materials for other industrial uses.

## 7.5. Workforce Matters (Weighting 20%)

The Scottish Government is persuaded by evidence which shows that employment practices, and a positive approach to workforce matters, can have a direct impact on the quality of goods supplied and services delivered.

Contractors should describe how their organisation proposes to commit to being a best practice employer and ensuring fair work practices are adopted in this respect, and in the delivery of this Framework. Responses need not be constrained to, or be reflective of any examples given alongside this question.

Contractors should provide details of how their organisation:

- takes the engagement and empowerment of workers seriously
- takes a positive approach to rewarding workers at a level that can help tackle poverty (e.g. through a commitment to paying at least the Living Wage)
- adopts fair employment practices
- provides skills and training which helps workers fulfil their potential
- does not exploit workers (e.g. in relation to matters such as the inappropriate use of child labour or zero hours contracts)
- demonstrates organisational integrity with regard to the delivery of those policies, including having arrangements in place to ensure effective employee representation.

Contractors should provide tangible and measurable examples, which are capable of being monitored and reported through contract management procedures.

### Response:

Konica Minolta has always taken a positive approach to rewarding workers, and pay above the Minimum Living Wage. We have fair employment practices and organisation integrity, and never exploit staff (including in relation to matters such as the inappropriate use of child labour, no do we have any zero hours contracts).

Konica Minolta is fully complaint with the requirements of organisations such as the *International Labour Organisation*, and the *Labour Standards*. We also recognise our responsibility, as defined by the *Modern Slavery Act 2015*, and are committed to positively contributing to society through building on a strong foundation of good corporate citizenship. We have a zero-tolerance approach to modern slavery and human trafficking, and will not support or deal with any business that is involved in either.

We also have a number of Human Resource polices in place to legislate and uphold a fair and equitable working environment. We are committed to acting with integrity in all our business dealings and take steps to ensure transparency in both our own business, and the businesses in our supply chain.

Our Supplier Code of Conduct is based on recognised international standards, principals and best practices, and complies with the *Electronic Industry Citizen Coalition (EICC) Code of Conduct* (the EICC is an organisation promoting CSR in the supply chain for the electronics industry).

The Code sets out the minimum standards of behaviour we require of our suppliers. We ask our suppliers not just to comply with this Code, but to use all reasonable endeavours to exceed it, and promote best practice and continual improvement throughout their business operations. It is applicable to all suppliers, and suppliers are expected to cascade these requirements to their own supply chains.

The standards set out in the Code reference international norms and standards including ILO International Labour Standards, the Universal Declaration of Human Rights, United Nations Global Compact, United Nations Convention against Corruption, OECD Guidelines for Multinational Enterprises, ISO and SA standards, and many more.

At Konica Minolta, our corporate culture provides employees with room to develop their natural motivation and creativity. We recognise that our primary source of success is dedicated and content employees, who enjoy assuming responsibility, comprehend new developments as a challenge, and are prepared to take the initiative – in other words: At Konica Minolta, we consider our employees our most valuable capital!

Working together with employees, we promote the development of human resources, and build workplace environments where our employees can make the most of their abilities, and enjoy proactive work.

In the summer of 2015, Konica Minolta undertook a *Global Engagement Survey (GES)* of all its employees across the world. Conducted by the Human Resources team in our global headquarters in Japan and an external HR Consultancy, the survey invited employees to give open and honest feedback on the company as a whole, and their role within it.

The purpose was to evaluate the then current situation in each of the Group companies, and confirm the position of each organisation through comparisons, both within the wider Konica Minolta Group, and with global enterprise benchmarks provided by the HR Consultancy.

The survey covered all aspects of employees' work lives, including remuneration and benefits, training and development, working conditions, management and leadership, company objectives, work-life balance, community activities and CSR, and much more.

Findings of the GES were communicated to each organisation within the Konica Minolta Group, with data and results for their specific entities.

The GES had been designed to prompt action from the leader of each organisation within the Group, keeping our goals at the forefront, and ensuring the feedback was used as a tool improve Konica Minolta's competitiveness. What was particularly important was that the leaders in each company and organisation of the Konica Minolta Group committed to taking action based on the survey results.

Subsequently, the plan is that the GES will be executed every year over the next three years.

It is key that we clarify issues, and take the required actions, check and confirm the effectiveness of these actions, and take the required actions again. The belief being that through this process, Konica Minolta will become a stronger company.

In the UK, the GES survey, although producing generally positive results, the feedback highlighted gaps in our business, and thus in our employee satisfaction. Some of these were:

- no clear or consistent communication strategy;
- disjointed business processes;
- lack of awareness and/or understanding of some of the benefits available to staff; and employee benefits packages that were neither competitive to attract high-talent individuals, nor aligned to employee needs;
- inconsistent rewards packages across the business;
- out-dated performance review processes, and no clear talent management plan;
- no employee recognition programmes;
- lack of opportunity to connect with local and wider communities through charitable and fundraising activities;
- lack of environmental initiatives and benefits for colleagues;
- lack of (consistent) flexibility in working practices;
- manual and labour intensive processes that were not reflective of a global organisation in today's technological world;
- no company-wide document repository; no consist set of document templates (e.g. for submitted proposals to customers);
- office premises that lacked sufficient facilities for staff;
- no programmes aimed at promoting health and wellbeing.

These issues and others raised were now at the forefront, having been brought to the attention of our Board of Directors, both in the UK and globally, with firm commitment from them to take action.

In the UK specifically, Konica Minolta had announced its key business objectives to be achieved by Financial Year 2018 (FY18), the heart of which is to be *Recognised as an Employer of Choice*. Our colleagues had spoken, and it was therefore vital for key actions to be taken to enable us achieve our FY18 objectives.

Plans for the first year were aimed at delivering future culture foundations. Priority activities included defining our company's Leadership Profiles, and designing development solutions to grow talent within the business; as well as to define a compensation and benefits structure.

The information below highlights some key UK achievements and improvements that Konica Minolta has made for colleagues since the GES. It covers initiatives, developments, changes and progress towards creating a

positive environment for our staff; and the actions taken address the issues colleagues highlighted, and work towards achieving our FY18 business objectives.

All examples listed throughout our response to this question are both tangible and measurable, which are capable of being monitored and reported through contract management procedures.

### Communication

Konica Minolta provides updates and news from across the whole company, and we have several channels of communication throughout the year:

- **Innovation Chat** – Monthly e-mail with business updates (e.g. company financial data, upcoming events, etc.)
- **Simply News** – Quarterly newsletter
- **Business video updates** – Quarterly video updates, typically delivered by a member of our UK Board, and/or other Senior Business Manager.
- **Communication Events** – Roadshows and events in April and October each year. Whilst this provides a forum for staff to physically meet our Leadership Team (UK Board), following colleague feedback about travel pressures, this year we will be streaming the event live, so those physically unable to attend can still watch it wherever their location.

Colleagues also have the opportunity to feed into the content of all communications. Where a colleague has updates to share with the wider business (e.g. a sales win, a new product, a change in their functional area, etc.), they can contact our Internal Communications team directly.

### Improved Remuneration and Benefits Package

In terms of initiatives Konica Minolta has conducted on remuneration following review of our GES finding, activities have included:

[REDACTED]

In the case of benefits, our colleagues told us they wanted more choice, and in January 2017 we introduced a new scheme to enable that choice, and for staff to exchange some of their salary for benefits.

The new *MyBenefits* system is simple to use, and for the first time colleagues can see a total reward statement to give them a better view of their whole employee package, all personalised to them. We also have a new discounts and cashback schemes accessible as part of the system, offering a more comprehensive selection of discounts and cashback on everyday purchases, or for those special occasions.


The new benefits available include:

- Pension
- Employee assistance programme
- Life cover
- Critical illness

- Lifestyle discounts
- Buy additional holidays
- Gym membership
- Childcare vouchers
- Charitable giving
- Health assessment
- Health care cash plan
- Dental
- Eye care
- Dining card
- Annual travel insurance

### Other Recognitions, Rewards and Incentive Schemes

Various company-wide and department-focused incentive schemes have also been created to motivate staff; these include:

- 
- **Top 100 Colleagues** – staff can nominate colleagues throughout the business, who they believe have gone above and beyond – at Konica Minolta we call this giving *Simply More*.  
The Simply More platform is easy to use, and the nominating staff just needs to confirm who they are nominating, and the reason for this, and the Konica Minolta value that the nominee has displayed. Results are analysed by a select committee comprising of senior managers across the business, and a shortlist drawn up and invited to a luxury celebratory event to recognise and celebrate their achievements. In the past, winning colleagues have also received travel and/or shopping vouchers.

### Training, Development and Talent Management

The development of our colleagues is critical to Konica Minolta.

We have extensive training and talent management programmes aligned to our desire to promote and develop internal talent. We also have a personal development portal accessible to all colleagues, offering a lot of different development offerings and full training programmes to support colleagues with their career paths – both for managers and non-managers.

Our performance review process was also changed – from a scoring-based system, to a conversation-led process – resulting in managers and colleagues having more open conversations that aid development. We call this our *Performance and Development Conversation (PDC)* process.

To align with the PDC, Behavioural Frameworks were developed to guide review and development – with this, all colleagues know just not *what* is expected from them, but also *how* they are expected to work towards achieving these objectives, and the behaviours to demonstrate.

For new colleagues, we also have an Induction Portal, which is designed to provide new starters with the learning they need to get them ready for business as usual, and support them with developing their confidence, commitment and motivation.

We also provide work placements – we have agreed two 9-month staff placements with Kingston University, start in January 2018. We are forging networks with local colleges and Universities to look at opportunities to provide apprenticeship and/or trainee schemes to feed into our talent pipeline.

Additionally, we participate in global internship programmes, and over the summer of 2016 we accommodated interns from other countries; some of which have since been placed into permanent roles within our UK organisation.

We encourage the development of internal network and mentoring options to develop knowledge transfer and education where required. An example being our *Women's Network* (covered further below), which encourages empowerment for the women in our organisation to pursue careers and help change perceptions of women in engineering within our industry, in education via STEM outreach, and mentoring programmes in local schools across the UK.

### **Buyers' Forum**

To align procurement practices across the business, Konica Minolta created a *Buyers' Forum*, which comprises members from key business areas, including Finance, Legal, Quality & Compliance, HR, IT, Marketing, Logistics, and Facilities.

The purpose of the Forum is to achieve better procurement outcomes for the business through:

- Sharing experiences relating to procurement matters and providing mutual support
- Asking for and securing help, support and guidance
- Planning procurement activities across the business for the next period including:
  - Buying
  - Supplier management
  - Supplier rationalisation
  - Contract improvement
  - Procurement problem solving
  - Celebrating successes
- Making sure the most appropriate processes are being followed.

A *Supplier and Procurement (Buying) Framework and Guidelines* document was also created, which is available to all colleagues, and outlines the Supplier Management Framework and provides the essential information, step-by-step procedures for procurement of goods, works and services to those colleagues directly involved in buying activities. It is also intended to help in understanding and achieve uniformity in procurement processes within Konica Minolta's UK organisation. The Guidelines cover topics such as:

- Supporting documentation and guidance
- Competitive sourcing
- Sourcing through existing and/or new suppliers
- Supplier management best practices
- Supplier management policies, principles & control statements

Procurement templates are also available, for example, *Supplier Contractor Questionnaire*, to assist with procurement activities.

### **System Upgrades**

A number of systems have been developed and/or implemented to automate and streamline processes for colleagues, including:

- **MyView:**  
This combines staff and personnel data, payslips, and holiday and absence booking for colleagues. It replaces the separate paper processes that existed for these activities, and now combines it in one automated and efficient system.
- **Travel Portal:**  
Each colleague can now set up their own account to book all travel and hotel; rather than the previous method where the HR teams booked them manually for everyone.  
It also means that colleagues who have to make emergency and out-of-hours bookings are no longer having to pay for it themselves, and then wait for reimbursement via our expenses processes.
- **Booking Development Workshops on the Personal Development Portal:**  
All colleagues can now search and book themselves onto relevant development workshops via our Mplus online training system. This combines our development portal, and Mplus online training system for the first


time, and also ties in with the PDC leader training, providing support for all of our development needs.

- Expense System:**  
 This aligns expense submission with the new travel portal, which we are leveraging to provide colleagues with an integrated solution to enable them to submit expenses on their desktop / laptop or mobile device. This will link to our existing travel system, and automate the process; thus eliminating the current process of manual expense forms being completed, signed, handed in, and processed all in paper format.
- New Finance Purchase Order System:**  
 We have been working with colleagues at our European head offices in Germany to implement XPRESS2, which is an electronic purchase order system to be launched in the first quarter of the upcoming 2017 financial year.  
 This will support us ordering goods and services from our approved suppliers, and it includes an approval process, as well as the ability to confirm receipt of goods or services.
- Additional Improvements**  
 Further improvements have included redesigning office spaces to meet our colleague's needs – e.g. creating meeting rooms with facilities for Skype and mobile communications.

### Health and Well-Being

In January 2017, we ran our first health and wellbeing week, with various related activities each day as per the calendar below, and there was free fruit for staff across all our offices throughout the week.

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<b>HEALTH CHECKS</b> Monday 9th January <b>Body fat check</b> 12pm to 2pm. Book your 5 minute slot at reception. Sessions will be held in the Green Room. <b>Best Doctors</b> 12pm and 1pm in the Innovation Hub. Plus book a confidential apt. Find out more on the day.	<b>WHERE TO START WITH HEALTHY LIVING?</b> Tuesday 10th January <b>Slimming World</b> Session 1- 12pm and 1pm Session 2 - 1pm and 2pm In the Innovation Hub.	<b>HEALTHY MIND .RECOGNISE AND MANAGE STRESS</b> Wednesday 11th January <b>Mind</b> Mind to share information about workplace stress and mental health Session 1 - 1.30- 2.15pm Session 2 - 2.30pm- 3.15pm In the Innovation Hub.	<b>BODY AND MIND RELAXATION</b> Thursday 12th January <b>Meditation and stretching</b> 20 minute Session 1- 12pm Session 2 - 12.30pm Session 3- 1pm Session 4- 1.30pm In the Innovation Hub.	<b>EXERCISE &amp; NUTRITION THE BASICS</b> Friday 13th January Learn about exercise and nutrition basics and hear more about our couch to 5k challenge Session 1- 12pm-1pm Session 2 - 1pm-2pm

  
**WE ARE KONICA MINOLTA**

To continue with this scheme, we are offering other incentives, including:

- Making it Easier for Colleagues to Cycling to Work:**  
 With support from Basildon County Council, our operational hub at our Basildon Head Office now has improved bike sheds with storage.
- Yoga at Work:**  
 Bi-weekly lunch-time yoga classes. The taster session was very popular in our wellbeing week and we wanted to offer opportunity for more people to benefit from yoga at work.
- Couch-to-5K Challenge:**  
 A 9-10 week programme launching across the company, to encourage and support getting fit and active in 2017. We are doing this in partnership with Refuge to raise money for your chosen charity (details below). Training commenced March, with the aim of all participants completing our 5K challenge event from June onwards as part of one of the many Refuge fun runs that take place throughout the UK in the summer. There is something for everyone, with three different training and support plans.



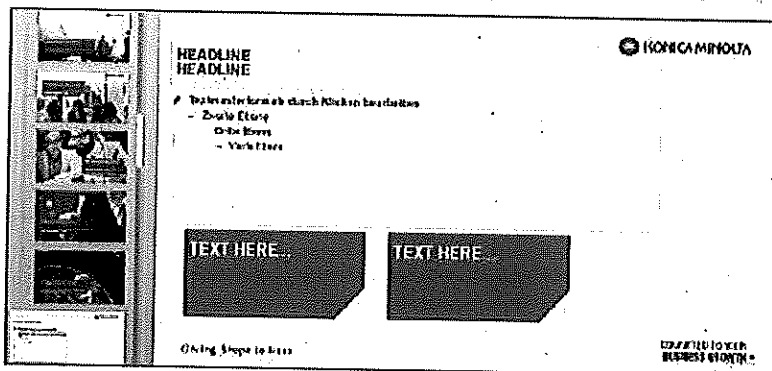
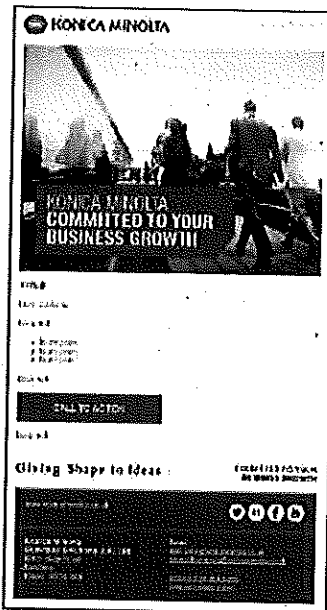
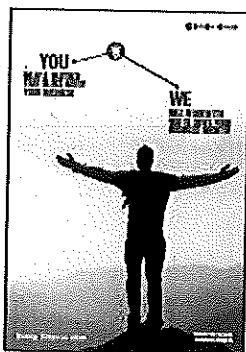
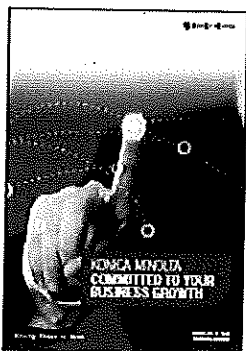
We will also be running another health and wellbeing week in the summer, across our offices, providing more opportunity to access a range of different services and support.

### New Partner Messaging

To support proposals and message consistency, we have created new messaging and templates for all areas of the business to use when communicating with customers and authorised partners.

These new templates are aligned with our global messaging strategy, and reflect our commitment to support with the growth of our partners' businesses, and also aid development of the relationships we have with them.

The new tool kit contains templates for various scenarios, including in PowerPoint, Word and HTML e-mail.

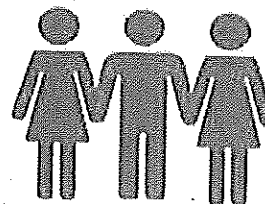


### Empowering Colleagues

A little over a year ago, the [redacted], gathered like-minded staff across the business to discuss the male-led trend of the print services industry, and how this trend could be remedied. The first item on the agenda was to examine the reasons for the unconscious bias, and the resulting possibilities encompassed.

The challenges around being a 'minority' worker were discussed, and the need for group support was evident, and thus the 'Women's Network' was established.

Intent not to create reverse biases within the network, despite the name, it was decided from its creation that the 'Women's Network' would be a support vehicle for all members of staff, both female and male alike, creating and promoting a workplace that attracts, and is inclusive of everyone. It aims to provide a trusted environment that celebrates difference to deliver business value through diversity.



The Networks initiatives have included,

- Visiting primary schools in conjunction with 'Women in Engineering' to promote engineering as a career option for girls
- Alignment with our nominated Charity, *Refuge* (details further below)
- Hosting internal networking events to empower colleagues

### Environmental

As part of their Company Induction, all colleagues tour our Warehousing and Distribution facilities, to gain insight into just one aspect of how sustainability informs our business practises.

Thereafter, our on eLearning online training system provides on-going education in both general environmental awareness issues and in company specific aspects.

A new *Safety and Environmental Forum* was introduced in November 2016, where volunteers from across our business review current practices and implement new initiatives, championing these throughout their business area. Initiatives they have introduced for colleagues include:

- Provision of bike sheds enabling colleagues to cycle to work reducing traffic and emissions.
- A new car policy reducing overall emissions (all have CO<sub>2</sub> emissions less than 130g/km).

We aim to use the core technologies and knowledge we have established to produce products and services that help to resolve societal and environmental issues. We express this in our Corporate Vision, which is to be "a *global company that is vital to society*".

We enjoy sharing that knowledge with customers and suppliers, making an impact through collaboration and shared expertise. We would welcome the opportunity to consider how this can be best achieved in partnership with the Authority and Framework Public Bodies.

### Charity Partnerships

In the UK, the GES feedback highlighted a lack of opportunity to connect with local and wider communities through charitable and fundraising activities. Past initiatives had included partnerships with organisations such as the *Prince's Trust*; however, these were few, and had limited staff engagement.

As a result of the survey feedback, our [REDACTED] set up the 'Charity Committee' – a group of staff from across the UK business, chaired by the Senior Finance Business Partner, with an aim of ring-fencing a portion of the annual budget to support national charities and further enhance our CSR commitment.

Following advice from the Managing Director of Konica Minolta Australia – an organisation with particularly strong charitable relationships – in August 2015, the Committee identified a group of potential charities to support, all with a focus on either female-centricity or the environment. In order to receive full support from employees, it was decided that at the company-wide event in October 2015, all staff would have the option to vote for two chosen charities (out of a shortlist of four in each category) for the company to then support in from 2016.

The charities selected were *Refuge* and the *Woodland Trust*, each chosen with overwhelming majority, and discussions began to establish how these charities could be best supported. Support was designed to be provided via fundraising, as well as through engagements aimed at raising awareness; and to educate Konica Minolta employees on the work of both charities, and the important causes for which they campaign.

Alongside a significant annual contribution to each charity, a calendar of activities for each charity was designed, and fundraising commenced across all Konica Minolta regional offices throughout the UK.

Further information on each charity, and the work Konica Minolta is doing to support them, is provided below.

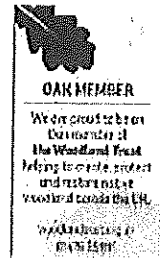
- **The Woodland Trust:**  
As the UK's largest woodland conservation charity, the Woodland Trust is the leading voice for woods and

trees, seeking to protect existing woodland, restoring ancient woodland, and creating new woodland.

In March 2016, Konica Minolta became an 'Oak Member' of the Woodland Trust, the highest level of Corporate membership available.

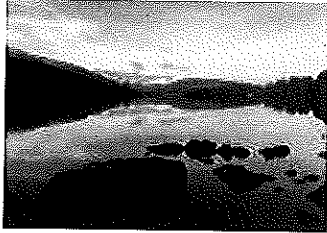
As an 'Oak Member', our initial donation enables the Woodland Trust to buy and plant an acre of new native woodland and maintain it forever.

By demonstrating our support and sponsorship of the Woodland Trust, we hope to subsequently impact on the buying behaviour of our customers, as well as ourselves.



Specific projects Konica Minolta has conducted with the Woodland Trust include:

#### Save the Pine Forest at Loch Arkaig, Scotland:



Loch Arkaig Pine Forest is being sold by the *Forestry Commission Scotland* under the National Forest Land Scheme, which gives community organisations the chance to buy land where this will provide increased public value.

The Woodland Trust is partnering with Arkaig Community Forest – a small group of local residents who share an ambitious, far reaching and long-term vision for the 2,500-acre site – to fully restore this exceptionally rare and

irreplaceable pine forest.

Woodland Trust has a goal of raising £500,000 to buy the forest and save it from development, before raising a further £4million to restore it to past glories, encouraging growth of new wildlife rich pine forest; a restoration goal that will take approximately 20 years to achieve.

The staff at Konica Minolta chose to support the Loch Arkaig campaign, and in July 2016, raised £5,652 towards the £500,000 purchasing. On Friday 7<sup>th</sup> October 2016, representatives from Konica Minolta – including [REDACTED] presented the cheque to the Woodland Trust.

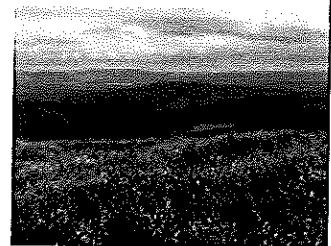
#### Tree-Planting Days, Stirling and Hertfordshire:

In November 2016, Konica Minolta took part in a 'Tree Planting Day' in the Woodland Trust owned Heartwood Forest, near Sandridge in Hertfordshire, involving 80 delegates, including staff, customers and prospective customers.

A further 'Tree Planting Day' is set for 10<sup>th</sup> March 2017 at the Woodland Trust's Glen Finglas site, in Stirling, Scotland. As an 'Oak Member', Konica Minolta has enabled the Woodland Trust to buy and plant this acre of new native woodland, and maintain it forever.

15 staff from our Livingston office, and others from our Aberdeen and other offices throughout the UK will be attending.

We have also extended invitations to several customers, who plan on also attending the event.



#### Refuge:



For women and children.  
Against domestic violence.

Refuge is the leading charity campaigning against domestic violence in the UK. Since they opened their doors in 1971 in West Chiswick, they have offered support and refuge to innumerable women escaping violence in the home. On any given day, they support 3,800 women and children.

In March 2016, Konica Minolta became a corporate supporter of Refuge, and over the past year we have done a huge amount to raise money for Refuge and support the many families using their services.

Including our business contribution, we gave £35,913 during 2016, and this is equal to 700 nights in a refuge, including the emotional and practical support.

Specific fundraising activities have included the following.

### **March 2016:**

Employees took part in a collection of hundreds of toiletries and other essentials of daily life, to donate to Refuge throughout the UK.

All donations from Konica Minolta's regional offices in Scotland and other locations, were transported and delivered free of charge to Refuge's sites using our transport partners.

### **June 2016:**

Konica Minolta pledged to donate £12 per employee (£1 per month) to one of the charitable causes – all staff had to do was nominate the charity to which the donations would go to. 506 employees chose to donate their £12 to Refuge, raising £6,072.

In the same month, Konica Minolta's hosted a sports day event, during which £780 was raised. Over 80 colleagues started with an Insanity warm up, and then took part in a series of team activities, including mind games, athletics and football. Refuge joined the event highlighting how funds raised was being spent, and the difference Konica Minolta is making.

### **August 2016:**

On Friday 5<sup>th</sup> August 2016, Konica Minolta staff members began the '3 Peaks Challenge' – an ambitious attempt to climb the three highest peaks in the UK, Ben Nevis, Scafell Pike and Mount Snowdon.



Twelve staff from across the business made their way to Glasgow to begin the journey to Ben Nevis. Beginning the trek at 6pm, the climb was done in freezing conditions and total darkness, but all climbers completed the peak in 5.5 hours.

After a long journey to Scafell Pike, the climb was successfully completed in just 3.5 hours, thanks to the favourable weather conditions.

In conditions that could not have been more different, the trek to the summit of Snowdon was undertaken in heavy rain. Despite an exhausting climb, the challenge was completed at 22:20 on Saturday 6<sup>th</sup> August 2016, just over 30 hours after the trek up Ben Nevis began.

Through this challenge alone, Konica Minolta raised £11,981 for Refuge – a staggering amount that will enable a woman and her children to be supported in a Refuge for over 230 nights.

For all staff who didn't take part in the '3 Peaks Challenge', there were several other fundraising activities to get involved in, and help reach this target including:

- o Pedometer Challenge – all staff were given a pedometer and tasked with walking 10,000 steps a day for 2 weeks
- o Dress down days in all regional offices
- o Quiz evening.

### **November / December 2016:**

Employees took part in a collection of hundreds of toys to donate to Refuge throughout the UK, in a bid to bring joy to children and families during the Christmas period.

All donations from Konica Minolta's regional offices in Scotland and other locations, were transported and delivered free of charge to Refuge's sites using our transport partners.

Additional fundraising activities conducted included Dress Down Days, and Christmas Jumper Days.

### **March 2017:**

8<sup>th</sup> March 2017 is International Women's Day – a global day celebrating the social, economic, cultural and political achievements of women.

At Konica Minolta, we see this as an opportunity to support our chosen charity and provide women in Refuge's throughout the Country with the essentials they need for daily living.

Due to the haste in arriving at a Refuge, women and children often arrive with nothing. Through donations of much needed baby products throughout our offices, we believe can help make their lives a little easier.

Accordingly, from 6<sup>th</sup> to 10<sup>th</sup> March, collection stations will be available at each of our offices for baby products including nappies, baby wipes and new baby clothes.

As an alternative, there are also donation boxes for staff to donate money.

On 10<sup>th</sup> March, all donations will be sent to Refuge, who will distribute to their centres.

- **Others:**

Further local community activities include:

- **School partnerships:**

Working with *The Enterprise in Education Partnership Ltd.*, activities have included sponsoring and participating in careers events, encouraging students to consider a future in engineering.

- **Attending Career Fairs:**

Following a recent Career Fair at Leeds City College, we are delighted to have recruited three attendees into permanent paid Apprenticeships as part of our Pathfinder Career Development Programme.