

## Labour Practices

KDDI is committed to being a company at which all employees feel motivated to work and are able to realize their full potential. To this end, it implements employee education programs and strives to develop the best workplace environment possible.



### Material Issue 4 Vitalizing the Company by Developing a Diverse Workforce

KDDI takes part in a number of initiatives aimed at providing a workplace that is invigorating for all employees. Our efforts include promoting workforce diversity and a work-life balance and providing employee education programs.

### Promoting Diversity

#### Our Perspective on Diversity

Chapter 1 of the KDDI Philosophy states “Embracing diversity,” setting forth clearly our belief that mutual respect for and understanding of people regardless of gender, age, nationality, religion, disability, and other diverse characteristics and values is essential to the sustainable growth of society. We promote diversity throughout the Company on this basis.

#### “Win-K” Project to Promote the Professional Advancement of Female Employees

KDDI has in place “Win-K,” a Companywide internal program to promote the advancement of female employees by “creating a workplace environment that celebrates and takes full advantage of the power of the individual.” We have continued to promote this program since its launch in 2007.



Forum under way

We conduct awareness surveys of all employees and hold forums and other programs to encourage awareness and to promote networking among employees.

In FY2012, we invited managers from the Company to take part as guests in a panel discussion entitled “SMART BOSS: Setting the Tone for the Workplace.” We also held skills development seminars such as the Skill-up Seminar and the Career Design Seminar for Working Mothers at locations throughout Japan to support the professional advancement of female employees.

### Encouraging the Promotion of Female Managers

DATA Number of female managers in FY2012

**124 people**  
(approximately 3 times the FY2007 level).

We are encouraging the promotion of female employees toward our goal of having approximately 250 female managers by FY2015, accounting for 7% of all managers. KDDI had 124 female managers in FY2012, accounting for 3.3% of the total number. This was our 7th consecutive year of increases.

In FY2012, we also introduced the Ladies Initiative Program (LIP) for promoting female line managers\*. The program is designed to provide a place for them to participate in corporate decision making, thereby reinforcing our power as a company.

In March 2013, we also held the Seminar on Diversity from a Strategic Perspective for Divisional and Departmental Heads, taught by instructors from outside the Company. The seminar focused on teaching participants about the leadership qualities needed to harness the potential of both male and female employees. One participant commented that “I got a strong sense that diversity is a key element of management strategy.”

KDDI will continue striving to create a worker-friendly workplace to meet its goal of having approximately 90 female line managers by FY2015.

\* Organizational leaders: Managers with the authority to conduct personnel evaluations



Diversity from a Strategic Perspective for Divisional and Departmental Heads

## ■ Promoting a Work-life Balance

### Childcare and Nursing Care Support Systems

KDDI has in place a broad range of systems designed to help employees balance work with other commitments, such as childcare and nursing care. These systems include maternity leave, childcare absence, and shortened working hours for childcare and child nursing care leave, as well as nursing care absence, vacation time, and shortened working hours for nursing care.

While on childcare leave, employees use a dedicated Web site so that they can maintain communication with their superiors and take part in e-learning courses. Systems such as these help to ease the sense of uncertainty that employees may feel while on leave.

We also have an adjustable work hour system. The scheme is flexible and allows employees to adjust working hours to their availability.

Thanks to programs such as these, nearly 100% of employees who take childcare leave return to their positions in the Company. Furthermore, we have in place programs for rehiring employees who previously left for reasons of childbirth or nursing care.

#### Number of Employees Using the Childcare and Home Care Support System

Program		Gender	FY2010	FY2011	FY2012
Childcare	Maternity leave	Women	140	143	157
		Men	3	9	5
	Childcare absence	Women	248	253	268
		Men	3	2	2
	Shortened working hours for childcare	Women	305	342	357
		Men	729	634	638
Child nursing care leave	Women	313	322	370	
	Men	3	3	4	
Homecare	Home care absence	Women	0	4	2
		Men	21	100	112
	Home care leave	Women	72	28	24
		Men	0	0	1
	Shortened working hours for home care	Women	1	2	1
		Men			

### Supporting a Balance between Work and Child-Rearing

KDDI offers the Forum for Employees before Returning after Childcare Leave, which provides employees planning to return to work following childcare leave with information that may be helpful as they strive for success while balancing work and child-rearing. The forum also aims to alleviate the uncertainty that employees sometimes feel prior to returning to work. We also conduct the Career Design Seminar for Working Mothers. Encouraging workplace communication and thoughts about career planning, this program also supports balance between work and child-rearing.

In FY2012, we added a seminar for the superiors of employees planning to return to work. We introduced results of an employee



Forum for Employees before Returning after Childcare Leave

hearing survey covering successful ways to balance work and child-rearing. The seminar featured discussions with superiors with subordinates who have already returned to work, providing the opportunity to share information needed to cultivate working mothers.

#### TOPICS

#### Holding the Round-Table Discussion on Men Taking Childcare Leave

In June 2012, we held the Round-Table Discussion on Men Taking Childcare Leave to encourage male employees to participate in child-rearing. Male employees who had experience of taking childcare leave joined a panel discussion covering topics such as “responding to your superior and your surroundings,” “preparing to take leave,” and “communicating with the Company while on leave.”

### Supporting a Balance between Work and Nursing Care

As the number of employees facing the issue of providing nursing care is on the rise, in February 2013 we held the Course on Balancing Work and Nursing Care to help them balance these responsibilities. Designed to enhance employees’ understanding about nursing care, the course covered the fundamentals of preparing for nursing care and the nursing care systems that KDDI offers.

In July 2012, we published the Guidebook Supporting Balance between Work and Nursing Care. This guidebook provides easy-to-understand explanations on how to use the Company’s systems and promotes their effective utilization, helping to prepare employees who face the issue of providing nursing care now or will in the future. A smartphone version of this guide is also available.

## ■ Creating an Environment with Ideal Working Conditions

### KDDI Kaitai Shinsho Employee Awareness Survey

Each year, KDDI conducts the KDDI Kaitai Shinsho awareness survey targeting all employees.

The FY2012 survey looked at how awareness and behavior have changed over the past year and how the organizational climate has evolved over time, seeking to understand the current situation as well as any issues. Responses suggested that the pace of work by employees and overall workplace activity has accelerated, and that there have been marked improvements in superiors’ communication of policies and decisions, indicating that the Company is steadily changing. At the same time, many responses pointed to the need for improvements in relations between departments and the sense of overall corporate togetherness. We have publicized these survey results on our intranet and in our internal newsletter. We are also discussing the issues raised by the survey at training sessions for all levels within the Company, from general employees to directors, as we introduce measures to enhance communication and invigorate the workplace.

## Companywide Training on Organizational Climate Reform

**DATA** Times held / participants in FY2012

**310 times / 12,000 people**

Since FY2011, we have included Training on Organizational Climate Reform as one of our training programs targeting line managers. To augment and accelerate organizational climate reform throughout the Company, in FY2012 we conducted Cross Organizational Training, which is extended to target all employees. Conducted 310 times at workplaces throughout Japan and with 12,000 employees attending, through this training we sought to foster a change in awareness about work and the organizational climate. Through shared experience that referred to examples at other companies, we shared the need for individual employees to drive change for the Company as a whole.

### Creating a Workplace that Encourages the Development of Employees with Disabilities

KDDI strives to create a workplace that encourages the professional development of employees with disabilities. For instance, managers from the Diversity & Inclusion Department, which is within the Human Resources Department, speak directly with employees with disabilities and conduct hearings in which they communicate with their direct supervisors. In FY2012, KDDI's employment ratio of people with disabilities was 1.91%.

As part of our efforts to create a workplace that is amenable to people with hearing difficulties, we provide sign language interpretation through streaming transmission. We provided this interpretation in FY2012 during corporate policy announcements; at "SMART BOSS: Setting the Tone for the Workplace," the panel discussion held in May 2012 through the "Win-K" women's professional advancement project; and at the Global Business Seminar that the Human Resources Department conducted in June 2012.

### Activities Promoting Senior Employees

KDDI has in place a "reemployment" program for employees who have reached the retirement age of 60, enabling them to work as non-regular employees until age 65. This system employs open recruiting, allowing the employee to select their desired job type and activity. Through this system, former full-time employees are working throughout the Company and providing the benefit of their skills and experience in a host of workplaces.

We also hold career development support seminars to motivate employees aged 55 and older.

## Occupational Safety and Health

### Enhancing Employees' Health Management

KDDI provides health checks with testing categories that are more detailed than the legal requirements, and we offer health guidance to employees who undergo regular health checks. We have also reinforced our efforts targeting the prevention of lifestyle diseases, providing a specific health checkup and specific counseling guidance.

We have a Healthcare Room and a Refresh Room to encourage employee health maintenance and recovery. Employees can take a temporary rest in the Healthcare Room when they are not feeling well, and receive first-aid care and health counseling. At the Refresh Room, nationally qualified masseurs (health keepers) work to ease away back and neck aches and soothe tired eyes, helping to support employee health.

### Promotion of Mental Healthcare

Throughout society, an increasing number of people suffer from mental health issues. In response, at its Employee Counseling Center KDDI conducts counseling, proactively encouraging self-care and line care. We also require employees working more than a prescribed number of hours to consult with industrial physicians and medical staff to preempt any mental health problems.

In addition, we are aggressively promoting e-learning about mental healthcare, and have set up the "Mind Clinic" site on our intranet as a repository of information related to mental health, including stress checks and other types of self-care and line care, to cultivate employee awareness of this issue.

### Testing a Health Promotion Service Using Health Check Data

From February to May 2013, we conducted a test targeting KDDI employees and using data gleaned from health checks as part of our plans to introduce a new health promotion service.

This service uses au smartphones to provide information about individuals' state of health and to suggest lifestyle improvements. The test used health check data from past consultations to determine an employee's disease risk and make recommendations in 60 categories, including lifestyle improvements and developing an exercise routine. In this test, employees selected suitable improvement tasks, and we tracked their progress throughout the 3-month program.

In summer 2013, we plan to enhance the test's functions and extend it on a trial basis to include people outside the Company.

## ■ Human Resource Cultivation

### Self Career Produce System (SCAP)

In FY2008, KDDI introduced a Self Career Produce System (SCAP) to spark employees' enthusiasm and evoke a spirit of challenge by enabling them to chart their own career courses. The system enables employees to transfer to departments of their choice after they have accumulated a certain amount of experience in their current positions and have earned positive evaluations.

### Management by Objectives System

Under a system of management by objectives, employees and their supervisors meet to determine an employee's "personal objectives," which feature a combination of Company and organizational targets and individual targets for the employee, and are designed to encourage a sense of challenge that will spur employees on to further efforts toward personal growth. This system is linked with employee evaluations. We have also incorporated planning skills and other evaluation items as part of the process of achieving objectives and are promoting more impartial and transparent personnel evaluations.

### Overseas Dispatch Employee Education Program

KDDI established a program through which employees are given the opportunity to gain experience at overseas operating sites. This system aims to cultivate and expand opportunities for global human resources and foster employee efforts to develop their careers on a global stage.

The system is open to employees who have achieved a predetermined number of years of work experience and who pass an internal examination. Following work experience and training in divisions related to international operations in Japan, successful candidates are assigned to Group companies overseas, taking into account the Company's needs and their own aptitudes.

### Global Human Resource Cultivation Measures in Japan

KDDI refers to departments in Japan that have a need to quickly cultivate human resources capable of functioning on the global stage as "Global Zones." Working with the Company's personnel department, these "Global Zones" conduct intensive training in languages and global competency (such as communication, interpersonal skills, and response to diversity). Employees in these "Global Zones" also undergo skills training tailored specifically to the needs of individual divisions.

The Company holds various seminars and preparatory courses to enhance the language skills of all employees, introduces staff to language training programs, subsidizes TOEIC® exam-taking, and provides support in other ways.

\* TOEIC® is a registered trademark of Educational Testing Service (ETS).

### Conducting Training for Employees Being Posted Overseas

KDDI conducts Training for Employees Being Posted Overseas to prepare them to take up their positions at our overseas locations. This training covers the concepts behind the KDDI Philosophy, centering on the fundamental knowledge required for people being dispatched overseas, and provides instruction on topics such as governance and risk management. We also provide region-specific training for employees headed for English- or Chinese-speaking destinations. They receive language instruction by native speakers of those languages and learn about things to take into account when cultivating relationships with local people. This training is designed to be practical, so that employees can quickly apply it upon reaching their destination.

### Training and Cultivating Locally Hired Employees

In keeping with rapid globalization, the KDDI Group is placing an emphasis on cultivating employees who have been locally hired overseas.



Practical Skills Training for Employees Working Overseas

We provide training that is differentiated according to employees' positions and skills. An understanding of the KDDI Philosophy forms the basis for training, which is augmented with training on practical skills, including business strategy and an understanding of services, through Practical Skills Training for Employees Working Overseas. We also provide Training for Managers Working Overseas for locally hired managers that is aimed at cultivating an understanding of Group strategies and the improvement of management skills as well as Upper Management Training that cultivates human resources for leadership roles as location managers.

Through our Global Human Resources Exchange Program, we also provide employees hired overseas with opportunities to work for a certain period of time at our headquarters. This program aims to encourage personnel interaction between overseas locations and headquarters.

#### TOPICS

### KDDI Philosophy Overseas Promoter's Training Program

In FY2012, KDDI began conducting Philosophy Promotion Training to enable employees being posted overseas to take a lead role in spreading the KDDI philosophy at their overseas locations.



Philosophy Promotion Training

Provided in September 2012, this training was attended by 18 people designated as promotion leaders at various overseas locations. The 3-day course covered our perspective on the KDDI Philosophy, classroom lectures on such topics as the roles of a leader in promoting activities and how to conduct activities, and incorporated role-play.

Going forward, we plan to continue encouraging people studying overseas to promote the KDDI Philosophy so that we can share perspectives, values, and behavioral principles that are appropriate for KDDI employees.