

Labor Practices <Material Issue 4> Vitalizing the Company by Developing Diverse Workforce

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.

 <p>▶ Promoting Diversity</p> <p>KDDI recognizes the promotion of diversity as a corporate strategy for achieving sustainable growth, and we respect our employees' individuality, not forcing them into one standardized pattern and all employees accepting each other's differences. In this way, we are targeting the creation of an organization and work environment where employees can maximize their individual abilities.</p>	 <p>▶ Promoting Diverse Work Styles</p> <p>In order to enable all employees to exploit their full potential in their work while achieving a balance between work, raising children, caring for elderly parents, etc., we have created the Telework program and various other systems to support diverse work styles.</p>	 <p>▶ Improving Social Dialogue and the Workplace Environment</p> <p>KDDI periodically creates opportunities for direct communication between top management, employees and labor unions as part of our approach to develop a framework that can reflect the issues and needs within the organization in KDDI's plans.</p>
 <p>▶ Occupational Safety and Health</p> <p>To help employees maintain their mental and physical health, KDDI promotes efforts based on the results of health checks and initiatives for people suffering from mental health issues.</p>	 <p>▶ Human Resource Cultivation</p> <p>In order to enable each employee to improve his or her professional skills and abilities, we have created a training program and career-support system, and we develop human resources that will maintain a continual spirit of challenge and change the status quo.</p>	 <p>Diversity & Inclusion</p> <p>▶ Employment Data</p> <p>Data regarding work and employment such as number of employees and number of hires.</p>

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.



Diversity logo selected from internally solicited proposals

Diversity awareness

In April 2008, we established the Diversity & Inclusion Department in the Human Resource Department, and we are engaged in companywide promotion of the professional advancement of female employees, diverse work styles and the advancement of employees with disabilities.

In order to spread understanding of diversity and inclusion, we have published a KDDI Diversity handbook on the company intranet. The handbook contains the principle of and approaches to diversity as well as messages that serve as tips for promoting diversity and inclusion.

In FY2013, the Divers Café seminar, aimed at promoting understanding of diversity and providing the latest information, was held five times.



“KDDI Diversity” handbook

Cultivating and Promoting Female Leaders

In order to reinforce our power as a company by the participation of women in company decision-making situations, since FY2012 we have focused on cultivating female leaders. More precisely, our goal is the appointment of 90 female employees as line managers by FY2015, accounting for 7% of all line managers [1]. The line managers are organizational leaders with the authority to conduct personnel evaluations. To achieve this goal, in FY2012 we introduced the Ladies Initiative Program for promoting female line managers. The program involves on-the-job training, group training, study meetings and communication with role models. In the group training, the president and top executives participate in round-table discussions, delivering feedback on the trainees’ presentations. In FY2013, we introduced a mentor system on a trial basis, with general managers acting as mentors for the incumbent female line managers. Furthermore, we are striving to expand our cultivation of female managers as the basis of our cultivation of female leaders. KDDI had 140 female managers as of March 31, 2014, our eighth consecutive year of increases.

[1] Organizational leadership/managerial post with the authority to evaluate personnel

Female Manager Data (as of April 2014)

No. of female managers	139
No. of female line managers	52
No. of female directors	1

▶ Highlight2 Diversity

<VOICE> First female director at KDDI was created on April 1, 2014

<What kick-started my career plan>

When I first joined the company, I wasn't career-minded, but a turning point came when I switched to the managerial track and the personnel manager talked about women working in management positions. After that, I was inspired by the opportunities provided by my boss to interact with female executives in other companies, and in the process of building a network with various women working outside the company, I started to think about my own career plan. I am grateful to my boss and my colleagues at KDDI for creating so many opportunities for me.



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<Cultivation of female managers>

Women have such a strong sense of responsibility that sometimes they cannot act boldly because they are too concerned about the impact on people around them. I feel that the boss or the company is required to give such women a push forward. I don't particularly think about gender, but I make a point of creating as many opportunities as possible for pre-managerial employees to develop "good judgment", and don't just require "work perfection." Often I do not want to let outstanding human assets go, but I also think that well-timed personnel transfers are necessary for the sake of the person's career and optimization of the company's human assets.

Promoting the Advancement of Female Employees

"Win-K" Project to Promote the Professional Advancement of Female Employees

KDDI has in place "Win-K", a companywide internal program under the direct control of the president 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.



Project logo selected from internally
solicited proposals

In FY2013, to promote the appointment of female managers, five female line managers became members and we implemented initiatives to solve the issues involved in women playing an active role as managers. In March 2014, we held a seminar in which superiors and female candidates for managerial positions participated in pairs.

Boosting Employment Opportunities

Promoting Employment Opportunities for People with Disabilities at KDDI Challenged Corporation

We set up KDDI Challenged Corporation in 2008 to further expand employment opportunities for people with disabilities. The company strives to instill in employees with disabilities the awareness of what they can achieve. With a working environment tailored to the needs of these individuals, KDDI Challenged seeks to create and expand the types and scope of activities of each of its employees.

As of March 31, 2014, the company employed 44 people with disabilities. Among the work that these employees handle under contract from the KDDI Group are the disassembly of mobile phone handsets, performing maintenance on business mobile phones, handling accounting procedures, PC kitting [2], facility maintenance, and Refresh Room operations. In FY2013, we expanded new job areas to increase employment of people with mental disabilities as obligated in FY2018.

By providing new employee training at KDDI Challenged, the KDDI Group is also providing opportunities for employees to work with people with disabilities.



Mobile phone handset disassembly

[2] The process of setting up a PC operating system, installing applications, and other activities

▶ [Highlight7 Person](#)

□ [KDDI Challenged \(Japanese\)](#)

Support for Employees with Disabilities

In FY2013, we conducted a questionnaire of all KDDI employees with disabilities in order to ascertain what inconveniences they face in the company, changes in their disability status, etc. Based on the views and comments obtained through the questionnaire, we conduct interviews at the workplace and strive to improve the work environment in support of our employees with disabilities.

Support for Employees with Hearing Disabilities

To improve support for employees with hearing difficulties, in FY2013 we published the Guide to Communication with Employees with Hearing Difficulties. The guide was created by a project team whose members included employees with impaired hearing. It sets out the rules for sign language interpretation and describes in an easy-to-understand manner how to support summary writing in the workplace.

<VOICE> Spreading the Concept of Normalization

Employees with hearing difficulties cannot just collect information that is delivered via the ears. They feel very uneasy working with able-bodied people, as they are unable to grasp the content of meetings or briefings at which many people voice their opinions. Three employees with hearing difficulties participated in the creation of this guide, discussing alternate methods of sharing information other than ears. Just as no two people have the same fingerprints, so no two people have the same hearing disability. Starting first from deepening the understanding of work colleagues with regard to hearing impediments, the Communication Guide covers up to information guarantee [3]. By creating and publishing the guide, we hope that the concept of normalization will spread throughout the workplace.



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[3] Providing information by alternative means to people who cannot collect information due to physical handicap

Promoting the Active Role of 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 employees to select their desired job type and activity while creating a mechanism for former full-time employees to make full use of their skills and experience in a host of workplaces.

We also hold career development support seminars to motivate employees aged around 50, providing an opportunity for them to think about their work style after age 55.

From Non-Regular to Regular Employees

KDDI directly employs people who sell KDDI smartphones and au Hikari products in mass retail stores and other shops as sales advisers. As they are the ones who actually come into contact with customers in shops, the sales advisers are very important to us. We have enhanced the various training systems and qualification systems to create a work environment that supports career development and makes working worthwhile.

We have introduced a regular employee appointment system to increase future career opportunities, and in FY2013, 23 employees were promoted to regular employee status.

Support for LGBT

In January 2014, KDDI held a seminar at which employees acquired basic knowledge about LGBT [4]. There are laws in Japan regarding gender change for people with gender identity disorder, and while there is a growing trend toward recognition of gay marriage in an increasing number of countries and regions abroad, understanding and support for such human rights in companies is still inadequate. To bring this situation to the notice of employees, we invited Ms. Maki Muraki, representative of Nijiuro Diversity, a non-profit organization, to give a talk on basic knowledge of LGBT and we held a workshop with the aim of becoming allies.

The participants were surprised to learn that LGBT account for about 5% of the population, and they were very interested in hearing about precedents abroad.

[4] LGBT: Collective term for L=lesbians, G=gays, B=bisexuals and T=transgender

Promoting Diverse Work Styles

KDDI's Approach to Diverse Work Styles

We have in place a broad range of systems to realize “diverse work styles” that ensure time for work, childcare and nursing care by enhancing operational efficiency and performing work in a speedy, well-planned and efficient manner.

Work, 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.

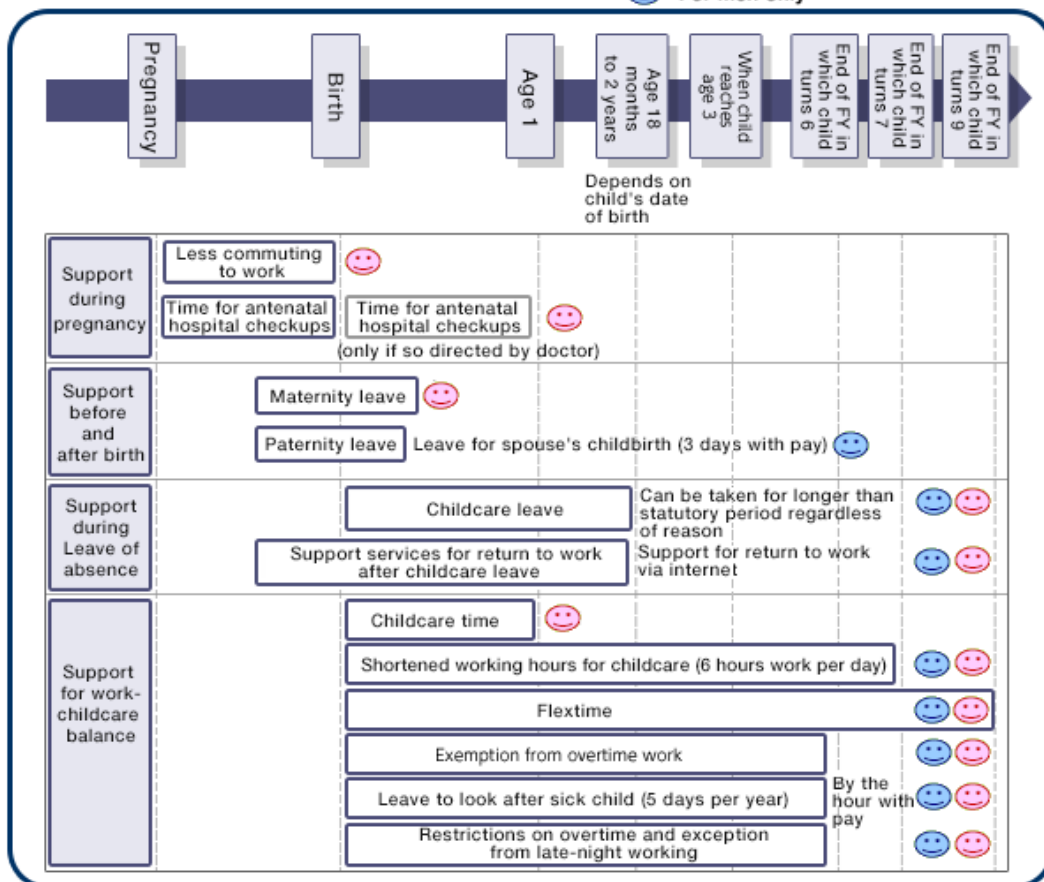
While on childcare leave, employees use a dedicated Web site so that they can maintain communication with their superiors and take part in e-learning courses. Systems such as these help to ease the sense of uncertainty that employees may feel while on leave.

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

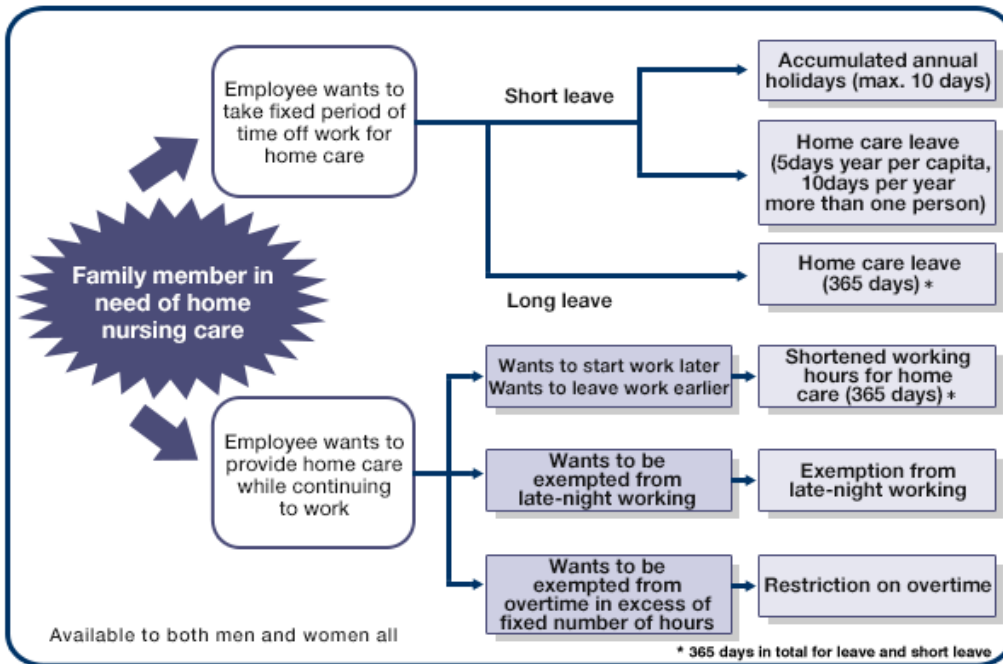
Thanks to programs such as these, nearly 100% of employees who take childcare leave return to their positions in the Company. Furthermore, we have in place programs for rehiring employees who previously left for reasons of childbirth or nursing care.

Program for Work-Childcare Balance

😊 For women only 😊😊 For men and women
 😊 For men only



Program for Work-Home Care Balance



Supporting Return to Work After Childcare Leave

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.

In FY2012, we added a seminar for the superiors of employees planning to return to work at which we introduced the results of an employee hearing survey covering successful ways to balance work and child-rearing. The seminar also featured discussions with superiors who have subordinates who have already returned to work, providing the opportunity to share information needed by working mothers for career development.



Forum for Employees before Returning after Childcare Leave

<TOPICS> Work-Life Management for “Iku-Men” (Men Participating in Child-rearing)

In February 2014, we held a seminar for men who actively participate in child-rearing, popularly known as “Iku-Men.” The seminar dealt with the key points in work-life management to proactively participating in child-rearing and housework while at the same time demonstrating high performance at work, the mentality necessary for self-development, and better communication with one’s family. One participant commented, “I discovered that the way to get on well with the kids at home and the way to enhance teamwork in the company have the same basis in management.”



Employees working on the Housework/Childcare-Sharing Sheet

Supporting a Balance between Work and Nursing Care

As the number of employees facing the issue of providing nursing care is on the rise, following on from FY2012, on Nursing Care Day on November 11, 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.

Acquisition of "Kurumin" Certification as Provider of Next-generation Childcare Support

In July 2009, KDDI acquired "Kurumin" certification from the Ministry of Health, Labor and Welfare as a company that provides support to employees to maintain next-generation child care. This certification attests to the success of our efforts in planning and conducting activities to support both work and home life, thereby enhancing our systems related to child-rearing and our introduction of a teleworking system. Going forward, we plan to continue striving to create a work environment where each employee can realize their full potential.

Efforts that were recognized

1. Revision of the current system concerning childcare and implementation of a new system
2. Maintenance of an environment that allows employees on childcare leave to easily reintegrate back into the workplace
3. Revision of the current system concerning care giving
4. Reduction of overtime work
5. Maintenance of diverse labor conditions conducive to revising work styles
6. Promotion of activity by female employees and correction of ideas about gender role allotment



The "kurumin" logo
This symbolizes commitment to childcare, represented by the baby blanket in which the infant is lovingly wrapped (okurumi), and the concern and care of the entire workplace or company (shokuba-gurumi/kaisha-gurumi).

Diverse Work Styles

Telework Program (Working at Home)

KDDI has introduced a telework program to allow employees to work flexible hours and to boost operational efficiency.

In June 2011, KDDI expanded its network to make the system available to all employees. Taken from the perspective of business continuity, this extension was designed to enable employees to continue working even if travel to the Company was hampered by disaster or other situation.



Use of the teleworking system

Adjustable Work Hour System

KDDI wants its employees to use their time at the Company effectively by improving their productivity and aims to prevent them from working long hours. To encourage this behavior, we have introduced a “Adjustable Work Hour System,” through which an employee’s prescribed number of working hours differs every month or every three months according to their working duties. In addition to the system that we put in place in May 2011 to shorten working hours for employees responsible for childcare or nursing care, the system of variable hours is designed to allow employees flexibility in choosing the number of hours they work.

Flexible Work Hours

KDDI introduced flexible working hours on October 1, 2012. Introduction of the system was decided following discussions between labor and management on whether or not the system should be introduced by job category, in accordance with the main purport of the Labor Standards Law.

Initiative to Improve Long Working Hours

KDDI is striving to promote a “No Overtime Day” as a means of improving long working hours. Every Wednesday is designated as a “no overtime day” and the banning of overtime is enforced especially on the second and third Wednesdays. The enforcement rate of the no overtime day in each division is posted on the intranet to raise awareness within the company. In addition, the industrial doctors and personnel managers interview all employees who work long hours in an effort to establish thorough health-care management.

Improving Social Dialogue and the Workplace Environment

Social Dialogue (Creating Sound Labor-management Relations)

Signing a Union Shop Agreement

KDDI works with the KDDI Workers Union to promote employee welfare and social development under the banner of “Building a better KDDI.” We meet regularly to deliberate on a host of issues related to improving the working environment and strive to create sound labor-management relations. In December 2012 we signed a “Union Shop Agreement.” This accord makes membership in the KDDI Workers Union mandatory for all employees, except for managers and non-regular employees.

To nurture a sense of unity throughout the company, KDDI Sports Festival 2013, the first sporting event to be held jointly with KDDI Workers Union, was held in November 2013 at the company’s ground at Oyama in Tochigi Prefecture. Employees and their families from all over the country participated in the event together with the president and directors, and friendship among the employees and families was promoted through a workplace vs. workplace road relay race, tug-of-war, ball-toss game and other events.

Dialogue with Workers Union (Disclosure of Labor-Management Talks)

In an effort to foster communication between workers and management, labor-management talks were held a total of 32 times in FY2013. Information about the talks and other such events is disclosed to union members by the KDDI Workers Union as needed.

Establishing the Ideal Workplace

KDDI Kaitai Shinsho Employee Awareness Survey

Each year, KDDI conducts the KDDI Kaitai Shinsho awareness survey targeting all employees. The FY2013 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, bringing a significant increase in the number of employees who feel a sense of unity with the company. At the same time, many responses pointed to the lack of communication in the course of work and the gap in awareness from workplace to workplace.

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 throughout the company, implement measures tailored to the issues in individual workplaces, and invigorate communication in the workplace.

Participating in Accessibility Consortium of Enterprises

KDDI participated as a founding member in the Accessibility Consortium of Enterprises (ACE) which was founded in September 2013.

ACE aims to create new values that maximize diversity from the perspective of disability, to reform corporate culture and achieve an inclusive society, with the goal of establishing a new model for employment of people with disabilities that contributes to corporate growth, and expediting a society of human resources sought by companies. As of March 2014, the consortium had 24 members. Tadashi Onodera, chairman of KDDI Corp., currently serves as an ACE director.



Improving the Workplace Environment

Implementing the Workplace Improvement Project

Since FY2011, KDDI has been proactively pushing forward with the Workplace Improvement Project, which targets the creation of a bright and motivating, but lean, workplace. Based on the results of the Employee Awareness Survey, throughout the company we continue to promote mandatory greetings, morning meetings and joint cleaning activities in which all staff participate.



Greetings campaign in headquarters building

Smooth Guidance for Customers

KDDI has installed an unmanned automatic reception machine in the first floor entrance hall of the KDDI Office Building (Chiyoda-ku, Tokyo) to facilitate the giving of directions to customers visiting the KDDI Building and expedite their entry into the building without recourse to a manned reception desk.

In the visitors' conference room, we have introduced a conference room management system, installed an electronic information board to provide directions to visitors and linked the conference room reservation system on the company intranet with room access control, ensuring efficient use of the conference room.



Enhancing Environment for the Internal Sharing of Information

We have augmented our communication tools to enhance the internal sharing of information via streaming video and in-house SNS [1]. We have created an environment that enables employees to view announcements of company direction and other information on their own PC, either live or on demand, and also allows them to easily access employee opinions and information about other departments as well as conference materials. This approach facilitates the smooth and swift sharing of messages from management and internal information.

[1] Social Networking Service (SNS) : A web-based service for cultivating interaction between people

Imbuing Employees with the KDDI Philosophy

We have created applications, posters and other tools and conducted dissemination activities using these tools to encourage employee behavior based on the KDDI Philosophy, as well as implementing group activities devised by the organizations. In addition, employees have planned and held study meetings attended by all employees, regardless of organization or division. Through these activities, all employees share the direction and values of the company, which we hope will result in personal development and the continued growth of the company.

DATA	Number of study meetings held in FY2013
	861
DATA	Total number of participants
	39,209

PM2.5 Measures

To protect the health of employees working in China and India and their families, in FY2013 KDDI provided grants for the purchase of new air purifiers as a measure to combat PM2.5. At the same time, we distributed PM2.5 protective masks to employees working in China and their families as well as to locally hired employees and their families.

AED Installation and Training

KDDI has installed AEDs in the KDDI Office Building and in its offices all over the country. AED training sessions were held 188 times in FY2013 for a total of 3,361 participants.

Promoting Internal Communication

Award Ceremony to Award the President's Prize, the MVP Prize, and the Operational Quality Improvement Prize

KDDI has implemented award ceremonies for employees to increase motivation and a sense of solidarity.

In July 2013, we held an awards ceremony for activities in FY2012 at which the President's Prize, the MVP Prize, and the Operational Quality Prize were awarded. A total of eight President's Prizes, three MVP Prizes, and one Operational Quality Improvement Prize were awarded.



Awards ceremony

Occupational Safety and Health

Health Management and Mental Health Care

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.

Furthermore, in partnership with the health insurance society, we promote facilities for the prevention of aggravation of diseases (data health planning).

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 to soothe tired eyes, helping to support the health of employees and temporary staff.



Refresh Room

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 continuously consult the industrial physician and medical staff and to be interviewed by the industrial physician if necessary, to preempt any mental health problems.

In addition, we are aggressively promoting e-learning about self-care and line care, and we conduct stress checks for new graduates for three years after joining the company, providing feedback to the person concerned. We are also implementing measures for mental health care such as setting up the "Mind Clinic" portal site on our intranet as a repository of information related to mental health.

Smoothing Return to the Workplace Following Personal Medical Absences or Leave

When an employee returns to the workplace following vacation leave or leave of absence due to physical or mental health issues, the industrial physician and the workplace work together to facilitate their return by providing various support plans, such as the industrial physician interviewing the returnee and the returnee's superior, offering shortened working hours to ease the physical and mental burden of returning to work, and providing support for the returnee's superior.

Occupational Safety and Health

At each of our offices, KDDI has health and safety committees that plan and conduct activities as joint labor-management efforts. In addition to serving as a forum for exchanging opinions on disaster prevention, traffic-related workplace injuries, and other aspects of workplace safety and occupational health, these committees work toward employee health maintenance and the prevention of workplace injuries. Furthermore, by sharing information among offices, these committees determine conditions at different locations at an early stage, facilitating the introduction of preventive measures.

▶ Number of Workplace Injuries

Conducting Driver Training

KDDI conducts driver training throughout Japan for employees who use vehicles on Company business.

In September 2013, we introduced a vehicle service management system which has been applied to some company vehicles and will be expanded to all company vehicles in FY2014. The system aims to enforce safe driving by the driver and provide an enhanced deterrent effect on traffic accidents by recording data on the vehicle's operation and the driver's driving and alerting the driver.

KDDI will continue to encourage driver safety awareness throughout Japan, promoting respect for traffic rules and the learning of proper driving manners to eliminate traffic accidents.

Human Resource Cultivation

Human Resource Cultivation System

Mission Grade

In FY2013, KDDI introduced a Mission Grade System for managers. The system defines the management role assigned to line managers and the professional role assigned to non-line managers and specifies the grade according to size. The grade is determined not by evaluation based on accumulated past performance, but by the size of the role, such as the responsibility for currently executed duties, authority borne, and degree of impact of the outputs, creating a pay structure that rewards employees according to their contribution to the company.

Management by Objectives System

Under a system of management by objectives for non-managerial employees, 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 we are promoting more impartial and transparent personnel evaluations.

Establishment of a New Post: Executive Assistant

In FY2011, KDDI established a new executive post of assistant to a director, a position in which the holder learns the company's business approach. The assistant is present at all meetings attended by the director and learns at first hand the management's attitudes and way of thinking. In FY2013, 11 executive assistants were appointed. After gaining experience as assistants, they will be assigned to duties in the various divisions as line managers. By providing the opportunity to learn KDDI's business approach, we aim to develop the human resources needed to carry KDDI into the future.

▶ [Highlight2 Diversity](#)

Job Rotation System

By allowing employees to work in multiple job positions and departments, the "Challenge Rotation" program pursues expansion of and adaptation to individual work fields. The "Professional Rotation" program aims to contribute to society at a higher lever by exploring and further expanding individual expertise.

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.

Self-Reporting System

KDDI has introduced a self-reporting system whereby each individual employee conducts career inventory and reports on his or her personal career situation annually. Supervisors conduct interviews with employees based upon these reports, to strengthen communications and to develop a career plan.

Support for Qualification Acquisition

KDDI supports the acquisition of qualifications designated by the company so that employees can improve their knowledge and technical skills and contribute to improvement of business operations. To support and encourage self-development, we pay the related fees for those employees who successfully acquire qualifications.

e-learning

KDDI has launched the companywide e-learning system environment “DO-JO,” allowing all employees to use a shared platform and challenge the world of self-study via online content learning.

Cultivating Human Resources Globally

Training and Cultivating Locally Hired Employees

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

We provide training that is differentiated according to employees' positions and skills. Practical Skills Training uses the understanding of the KDDI Philosophy as the base and augments training in practical skills such as an understanding of services. We also provide Training for middle Managers that is aimed at cultivating an understanding of business 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.



Practical Skills Training for Employees Working Overseas

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 focuses on the fundamental knowledge required by people dispatched overseas and provides instruction in topics such as KDDI Philosophy activities, governance and risk management outside Japan.

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.

Overseas Study Program (University and Internship (Work Abroad*) Programs)

KDDI has introduced two overseas study courses, "Business Study Abroad" and "Specialized Study Abroad."

Under the "Business Study Abroad" program, employees attend an overseas university for 1-4 months and interact with a number of global businesspeople. Through this process, the program aims to encourage employees to learn about global standards for business ethics and frameworks, as well as to master business promotion methods.

In addition to the university program, last year we started recruiting for an internship program (work abroad*) aimed at acquiring practical business skills. The first person to be dispatched has been selected and is preparing to leave in FY2014.

Employees taking advantage of the "Specialized Study Abroad" system spend about a year at an overseas university or specialized institution. The training is aimed at enabling employees to acquire high-level specialist knowledge and build human networks with relevant persons.

Six employees participated in these programs in FY2013.

Work abroad*: Under this program, the employee goes to an NPO abroad and participates in local operations. The system is aimed at enabling the employee to acquire broader vision while young and enhance his/her business and diversity capabilities in different cultures.

Overseas Trainee System

By allowing employees to take part in sales operations, technical support, and through other practical experience, the overseas trainee system helps them learn more diverse values and different business practices. This experience is intended to cultivate superior human resources who have global sensibilities and can conduct business smoothly under such circumstances.

This training is offered to young employees who have a certain number of years of experience. In principle, they are dispatched to overseas locations for a two-year period. Their destination is determined according to the appropriateness and requests of the operation to which they will be assigned. At the end of their dispatch period, employees return to their original organization to apply the experience they gained as trainees.

In FY2013, 12 trainees were sent to develop their skills in the United States, and countries in Europe, Southeast Asia, and East Asia.

Employment Data (as of March 2014)

Employment Trends

	Gender	FY2011	FY2012	FY2013
Number of employees [1]	Male (The total number of Managers)	9,001 (3,453)	9,034 (3,609)	8,648 (3,752)
	(Department Manager)	-	-	334
	(Section Managers)	-	-	3,418
	Female (The total number of Managers)	2,193 (113)	2,197 (124)	2,091 (140)
	(Department Manager)	-	-	11
	(Section Managers)	-	-	129
Average age	Male	41.4	41.8	42.1
	Female	37.7	38.2	38.6
Average work years	Male	16.5	16.8	17.1
	Female	14.8	15.3	15.6
Employment turnover rate (%) [2]		0.50	0.84	0.94
Number of employees with disabilities		246	285	300
Employment rate of persons with disabilities (%)		1.95	1.91	2.02

[1] "Number of employees" is the number regular KDDI employees including employees temporarily transferred to KDDI. The number of managerial personnel is the number KDDI managerial personnel including those temporarily transferred outside of KDDI.

[2] "Turnover rate" is the calculated percentage of "natural resignations during the relevant term (employees who resigned at their request, excluding employees who retired at retirement age)" in the total number of regular employees in the first month of the relevant term.

Recruitment Data

	Gender	FY2011	FY2012	FY2013
Recent university graduates	Male	151	171	189
	Female	60	69	62
	Total	211	240	251
Mid-career hires	Male	23	26	29
	Female	7	6	2
	Total	30	32	31
Reemployment	Male	37	75	68
	Female	5	6	6
	Total	42	81	74

Temporary Employee Data

	FY2011	FY2012	FY2013
Agency employees	4,471	5,128	4,197
Contract employees	179	1,686	2,850
Total	4,650	6,814	7,047

Number of Overtime Hours and Amount of Paid Vacation Taken

	FY2011	FY2012	FY2013
Average overtime hours per month	31.3	28.6	29.6
Rate of paid vacation taken	70.7%	69.3%	59.5%

Number of Employees Using the Childcare and Home Care Support System

		(No. of people)			
Program		Gender	FY2011	FY2012	FY2013
Childcare	Maternity leave	Female	143	157	169
	Childcare absence	Male	9	5	15
		Female	253	268	270
	Parental leave reinstatement rate		100%	98.2%	97.2%
	Shortened working hours for childcare	Male	2	2	2
		Female	342	357	378
	Sick/injured child care leave	Male	634	638	520
Female		322	370	362	
Home care	Home care absence	Male	3	4	6
		Female	4	2	1
	Home care leave	Male	100	112	117
		Female	28	24	44
	Shortened working hours for nursing care	Male	0	1	2
		Female	2	1	0

Number of Workplace Injuries

		(No. of people)		
		FY2011	FY2012	FY2013
Injury/illness		44	33	14 [3]
Death		0	0	0
Total		44	33	14
Rate of work-related accident frequency		-	-	0.48 [3]

* Rate of work-related accident frequency = the number of person who have injuries, illnesses and work-related accident / total number of work-hours×1,000,000

[3] Commuting accidents are not included in calculations of the number of injuries and illnesses and work-related accident frequency.

Number of Employees since Our Establishment (consolidated basis)

