

# Diversity and Inclusion

Policy

## Our Perspective on Diversity

Chapter 1 of The KDDI Group 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 & Inclusion**

Diversity logo selected from internally solicited proposals

### Message from Executive Officer

With recent developments such as the acceleration of globalization, the environment surrounding companies is undergoing rapid change. To ensure that KDDI makes a smooth transition and continues to grow in this environment, I believe that we as a company must encourage the active participation of diverse human resources. I believe that by having individuals bring their unique characteristics, experiences, and ideas together, we can boost our creativity, produce new values, and provide services and products that can inspire our customers.



**Hirofumi Morozumi**  
Executive Vice President,  
Representative Director

I also consider it the social responsibility of KDDI to provide an environment that provides opportunities for people who were previously considered minorities, including women, senior citizens, and persons with disabilities, as well as to promote the cultivation and advancement of human resources that enable all employees to provide for themselves and achieve results.

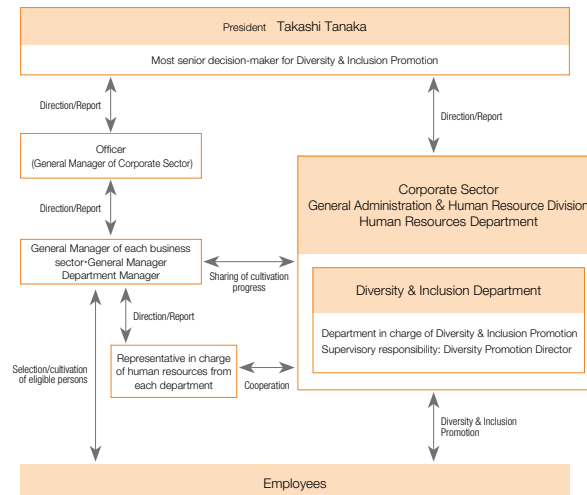
System

## Diversity Awareness

In April 2008, KDDI established the Diversity & Inclusion Department in the Human Resources Department. Under the leadership of the president, we are engaged in company-wide efforts to promote the professional advancement of female employees, diverse work styles, and the advancement of employees with disabilities. In addition, the promotion of diversity is clearly positioned as a management issue, and efforts to cultivate and educate human resources, including the advancement of women in the workplace, have been added as an evaluation item for executives and line managers.

In FY2015, efforts were made to raise awareness within the company by holding various seminars and providing e-learning classes for all employees.

### KDDI's Diversity & Inclusion Promotion System



### <FY2015 External Assessments>

Selected as "Nadeshiko Meigara" for Four Consecutive Years  
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Selected as "Diversity Management Selection 100" award  
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Selected as Telework Pioneer 100  
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## Diversity and Inclusion

### Policy

#### 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.\* 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 (LIP) for promoting female line managers. The program involved on-the-job training, group training, study meetings and communication with role models. The president and top executives participated in the group training, delivering feedback on the trainees' presentations. As a result of the program, KDDI employs 94 female line managers (7.1% of the total share) as of the end of March 2016, achieving the KPI target. As a new goal moving forward, we have set a target to promote 200 females to line manager positions by FY2020.

In addition, we are striving to expand our cultivation of female managers, which is the foundation for cultivating female leaders. KDDI has 251 female managers as of the end of March 2016, our tenth consecutive year with an increase.

In FY2016, KDDI started the Female Line Manager Program, which aims to establish a career pipeline for young females who are candidates for promotion to management positions, and propel the creation of female leaders with an eye toward the cultivation and advancement of female executives. Furthermore, e-learning classes on the advancement of women in the workplace will be offered to all line managers through this program, with a focus on raising awareness within the company.

(As of the end of March, 2016)

Number of Female Managers	251 (including loaned employees)
Number of Female Line Managers	94
Number of Female Administrative Officers	1
Number of Female Directors (Outside Directors)	1

\* Organizational leadership/managerial post with the authority to evaluate personnel

### System

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

KDDI has in place “Win-K”, a companywide internal program was launched in 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.”

In FY2015, six female line managers became members of the program, and they became advisers to female managerial candidates and recently promoted female line managers. In addition, they were involved in the planning of Win-K training that aims to further improve the vision and perspective of female line managers, and they implemented the cultivation program by providing activities such as lectures by executives from inside and outside the company, and mentoring by top management.

### Activity and Results

#### New Generation Saleswoman College

FY2015 saw the implementation of the “New Generation Saleswoman College ~ Project for the Advancement of Female Marketing Representatives in Different Industries”, which was launched in June 2014 by females in sales positions from seven companies representing different industries (Recruit, Nissan Motor Company, IBM Japan, Kirin, Sumitomo Mitsui Banking Corporation, Suntory, and KDDI), in an effort to address the difficulty of producing leaders due to the shortage of women in sales. As with the previous year, they drew up a proposal for the further advancement of women in marketing, and in September they gave a presentation to executives from the marketing and personnel divisions of the seven companies. The presentation featured a proposal to utilize a “saleswoman timer” that aims to improve productivity through personal time management, as a means of solving the issue of long working hours. In FY2016, there are plans to expand the number of participating companies and conduct activities aimed at creating a social movement.

### Activity and Results

#### Support for LGBT

There are laws in Japan regarding gender change for people with gender identity disorder, and while there is a growing trend toward recognition of same-sex 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, since FY2013 KDDI has promoted activities in the company related to LGBT.\*

## Diversity and Inclusion

In FY2015, KDDI continued providing the e-learning courses from FY2014, with lessons on topics ranging from basic knowledge to more practical knowledge that leads to action. Starting in FY2015, KDDI began using graduate recruitment application forms that do not include any means for indicating the applicant's gender. The purpose of this is to enable us to recruit a wider range of outstanding human resources by extending KDDI's embracement of diversity to the recruitment stage and demonstrating our intention not to place importance on gender.

Following the passage of the Partnership Ordinance by Shibuya Ward in Tokyo, we also started applying a family discount to same-sex partners upon presentation of a partnership certificate.

\* LGBT: Collective term for L=lesbians, G=gays, B=bisexuals and T-transgender

### Policy and System

### Promoting Employment Opportunities for People with Disabilities

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 the end of March 2016, KDDI Challenged employs 73 people with disabilities. Among the work that these employees handle under contract from the KDDI Group are



Mobile phone handset disassembly

the disassembly of mobile phone handsets, performing maintenance on business mobile phones, handling accounting procedures, PC kitting\*, facility maintenance, and Refresh Room operations.

At the Osaka Office, employees work full time, cleaning in the morning and disassembling mobile phone handsets in the afternoon.

We will continue to expand job areas with a focus on developing diverse occupations to enable people to realize their potential in their respective fields of expertise based on an understanding of their character through pre-employment training, and increase employment of people with mental disabilities as obligated by FY2018.

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

\* The process of setting up a PC operating system, installing applications, and other activities

### Activity and Results

### Support for Employees with Disabilities

In FY2015, KDDI conducted a questionnaire of all KDDI employees with disabilities in order to assess a variety of factors, such as the inconveniences they face in the company, and changes in their disability status. The views and comments obtained through the questionnaire help to improve the support that KDDI provides to employees with disabilities.

To improve support for employees with hearing difficulties, KDDI has also 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.

### Activity and Results

### Participation in ACE Challenged Seminar

In July 2015, the ACE Challenged Seminar was held for employees with disabilities and their senior staff. Employees from KDDI participated in the seminar, which provided an opportunity to exchange views with people with disabilities from other companies, and to discover the strengths that employees have learned about themselves through their work.

The seminar was hosted by the Accessibility Consortium of Enterprises (ACE) of which KDDI is a member, providing the opportunity for communication with employees with disabilities who are working in a company with the aim of helping each employee think about their future career.

### Policy and System

### 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.

For employees nearing retirement age, we also hold seminars that inspire them to think about their style of living and working after the age of 60.