

Promoting Diverse Work Styles

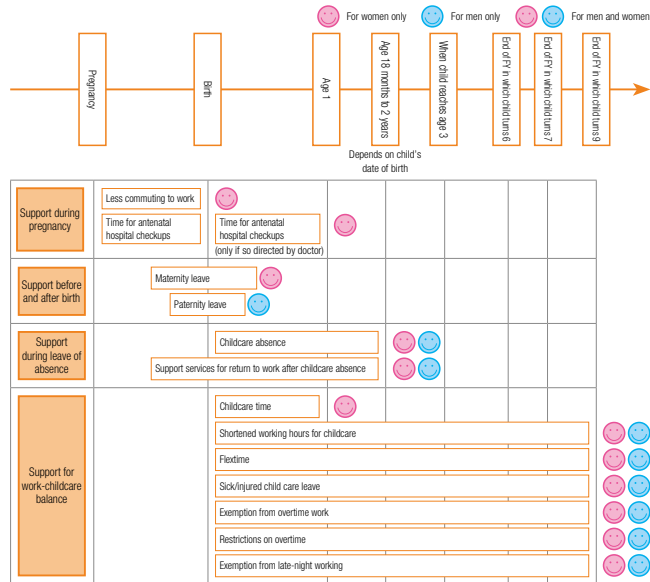
Policy

KDDI's Approach to Diverse Work Styles

KDDI is promoting work-life management by enhancing operational efficiency and labor productivity to enable employees to think for themselves and manage their work and private lives. We are also pursuing flexible work styles by enhancing the support systems for balancing work with childcare or nursing care to allow employees to fully demonstrate their individual strengths at each stage of life with the passage of time.

Furthermore, KDDI sets the recommended dates for taking paid

Program for Work-Childcare Balance



holidays, along with the dates of holidays such as anniversaries, and has established a 70% target for the usage rate of paid vacation time.

System

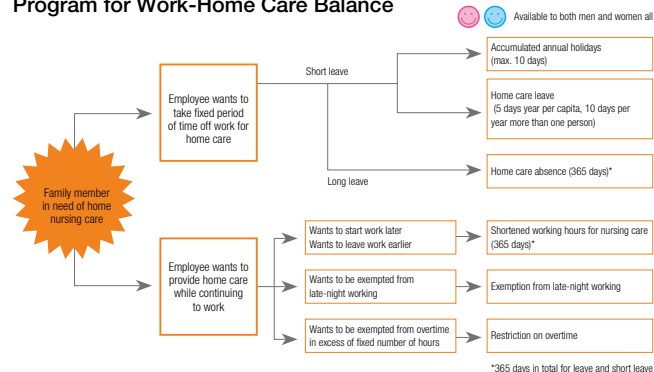
Work, Childcare and Nursing Care Support Systems

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 absence, 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

Program for Work-Home Care Balance



is flexible and allows employees to adjust working hours to their availability. Thanks to programs such as these, more than 95% of employees who take childcare absence return to their positions in the company (100% for males, 96.6% for females), and the retention rate 12 months after returning is 100%. Furthermore, we have in place programs for rehiring employees who previously left for reasons of childbirth or nursing care.

Activity and Results

Efforts to Support Childcare and Nursing Care

Supporting Return to Work After Childcare Absence

KDDI holds seminars for employees before they take maternity leave and when they return to work after childcare absence. These seminars are designed to help employees balance work and child-rearing as they strive for career success, by offering advice on lifestyle during child-rearing, improving awareness of issues they may face after returning to work, and supporting a smooth transition back to work.

Also 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 childrearing. The seminar continues to educate and create sensitive superiors by featuring discussions with other 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 Absence

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Support for Male Employees' Participation in Childcare

KDDI grants paid paternity leave on a day-to-day basis for up to 3 days one month before and after their spouse's expected delivery date or the birth, and supports male employees' participation in childcare. In FY2015, 269 men took advantage of the system.

Supporting a Balance between Work and Nursing Care

Since FY2012 KDDI has continued to hold a Course on Balancing Work and Nursing Care to raise the awareness of employees about nursing care problems and provide an opportunity for thinking about balancing work and nursing care.

In FY2015, over 100 employees participated in the course and enhanced their understanding of nursing care, including the fundamentals of preparing for nursing care. KDDI also updated the Guidebook Supporting Balance between Work and Nursing Care to reflect legal changes. This guidebook provides easy-to-understand explanations to facilitate and promote the effective use of our system, helping to prepare employees who face the issue of providing nursing care now or in the future. An online version of the guidebook is also available on the company intranet.

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.



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).

<KDDI's efforts>

1. Improvement of employment environment to support both the work life and home life of employees such as those engaged in child-rearing
 - (1) Implementation of measures to promote the taking of childcare absence by male employees
 - (2) Implementation of measures to provide financial assistance to employees when using child-rearing support services
2. Improvement of various labor conditions conducive to revising work styles
 - (1) Implementation of measures to reduce overtime work

Activity and Results

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

In addition, KDDI has established a support program for employees who need to provide constant child care or nursing care, which only requires them to come into the office as little as once a month.

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 an "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. As of the end of March 2016, approximately 1,160 employees are using the system.

Work shift interval system

In FY2015, KDDI implemented a work shift interval system to ensure at least 8 hours of off-time between the completion of a work shift (including work outside regular hours) and the start of the next work shift, for the purpose of improving awareness about the issues of health management, long working hours, and work-life management.