



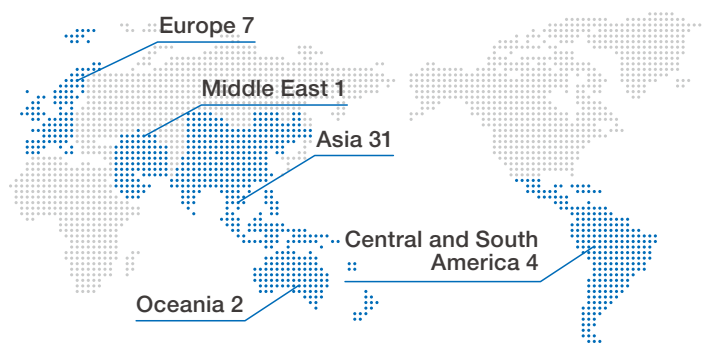
## Initiatives for securing global human resources

At the CAC Group, we work on the recruitment and development of human resources on the global level to promote diversity as well as the globalization of our businesses.

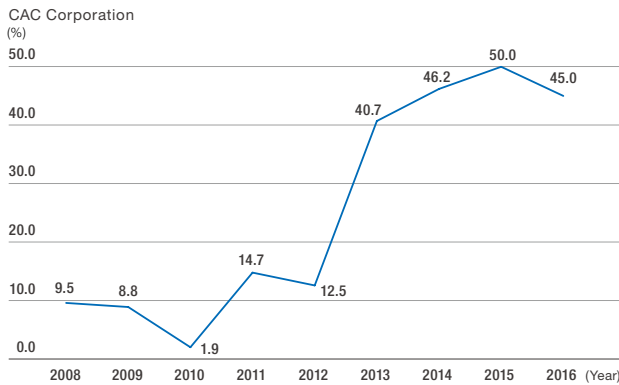
### Initiatives for globalization

At present, the number of employees of our overseas group companies exceeds 60% of all the employees of the CAC Group. Operating companies in Japan are also accelerating their efforts to globalize their operations. Since 2008, CAC Corporation, the core operating company, has actively recruited employees of other nationalities. The company has a total of 45 non-Japanese employees from 20 countries as of December 31, 2016. Nearly half of the new employees recruited in the last three years are of other nationalities. In 2013, CAC Corporation began to recruit new employees in the autumn as well as in the spring in order to secure highly skilled individuals. In addition, we are taking initiatives to improve the English proficiency of Japanese employees.

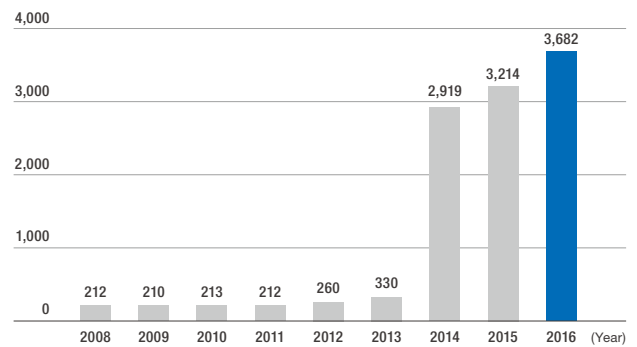
Number of foreign employees by region of origin  
CAC Corporation (as of December 31, 2016)



### Percentage of new non-Japanese employees



### Number of employees at overseas subsidiaries



### Initiatives for developing next-generation global leaders

To identify and develop next-generation global leaders, we held the CAC Global Camp 2016 for selected human resources from group companies in Japan and other countries. At the CAC Global Camp 2016, training sessions were held in English in Singapore and China (Suzhou), and then the participants made presentations in Tokyo on "How CAC Group can increase its business outside Japan with multi-national companies." The participants collaborated with each other by exercising their ingenuity together beyond the differences in culture, language, and background. This has created a bond (Kizuna) among the participants and their network, which will be a major force of the CAC Group in the near future. We will continue to make group-wide efforts to develop human resources who will lead our global business.





We provide our employees, as our assets and commodities, with a comfortable work environment that enables them to demonstrate their skills to the full extent.

### Teleworking environment

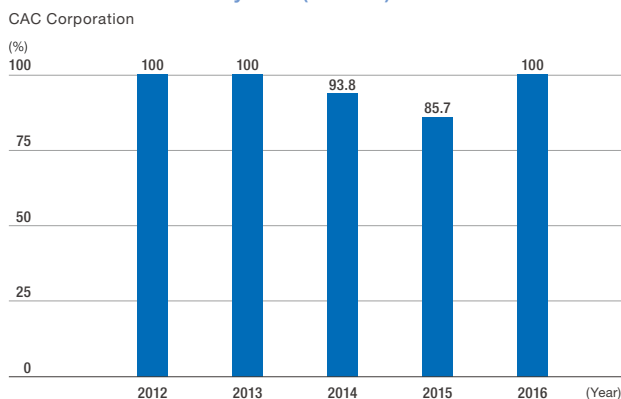
In 2012, CAC Holdings Corporation and CAC Corporation, the core operating company, built a teleworking environment and system that allow people to work anytime, anywhere, and with anyone. This has resulted in the introduction of a free-address system (which allows employees to work anywhere in the office) to the floors of sales and administrative departments. It also permits employees to work from home. As a result of this initiative, CAC Corporation was selected for the Telework Pioneer 100 by the Ministry of Internal Affairs and Communications in November 2016.



### Establishment of systems

We have introduced systems that allow our employees to adjust their work hours. With these systems, we help our employees to work in a way that is appropriate for the situation or lifestyle of each of them. These systems also contribute to promoting operational efficiency. We have also introduced a reemployment system under which we reemploy everyone who wishes to be reemployed, in addition to offering shorter working hours for employees who are raising children or providing nursing care to their families.

#### Rate of childcare leave takers returning to work in the last five years (female)



### Achievements enabled by provision of environment and establishment of systems

Employees' work styles have become flexible due to the provision of the teleworking environment and the establishment of the systems that support this environment. These initiatives have also raised employees' awareness of time and led them to respect the diverse work styles of co-workers. They have resulted in awareness reform, including consideration of the times for holding meetings and further optimization of the way they proceed with work. What is more, these flexible work styles prevent women from having to leave work due to childbirth or childcare and enable employees who need time for family care to continue working. A high percentage, namely 96.6%, of female employees taking childcare leave in the last five years have returned to work on average. Despite the changes in their environments, those employees continue to demonstrate their skills as much as or more than before. The rate of reemployment of retiring employees is 82.2%.



## Relationship with society

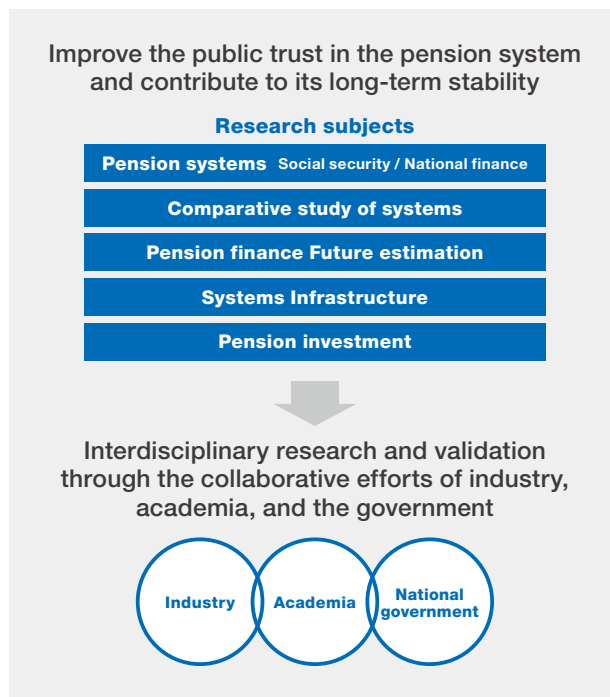
### Contribution to society in the healthcare field

At the CAC Group, we provide services including CRO services and systems development and integration services related to corporate pension. In this super-aging society, where the aging of the population is expected to continue, we would like to contribute to society by expanding our businesses to nursing care, healthcare, and similar fields, in addition to the fields of CRO and pensions.

To date, in the field of pensions, we have supported the establishment of the Institute for Strategic Solutions for Pension Management, an institution for research on pension systems, and we will continue to support the operations of the institute, in addition to operating businesses related to pensions.

At the CAC Group, we have been involved in more than 50 projects for the construction of systems related to pensions, contributing to the sustainability of the pension system, and we are deeply aware that many issues need to be solved to ensure the stability of the pension system in the future. Having endorsed the establishment of the Institute for Strategic Solutions for Pension Management, whose vision is to “improve the public trust in the pension system and contribute to its long-term stability,” we will continue to support the institute.

### Outline of the Institute for Strategic Solutions for Pension Management



### Disseminating technologies and knowhow of operations

Since our establishment, we at the CAC Group have enjoyed long-term business relationships with leading companies in Japan in a range of fields, including Astellas Pharma Inc. (formerly Yamanouchi Pharmaceutical Co., Ltd.) and Mizuho Bank, Ltd. (formerly Industrial Bank of Japan, Ltd.). We have accumulated technologies and knowhow through these relationships. We disseminate our expertise and knowledge of operations outside the company, rather than retaining them internally.

In 1974, CAC Corporation launched SOFTECHS, a technology report magazine. The company has continued to publish this magazine for more than 40 years. In SOFTECHS, employees of our group companies, our customers, and external learned individuals report and explain technologies under specific themes, projects that the CAC Group was involved in, and other topics. In the financial field, in which we have strength, CAC Corporation employees have written books that show systematic summaries of knowledge of banking operations, corporate pension, and similar topics. They are *Zukai de manabu SE no*

*tameno kigyō nenkin nyūmon* (Illustrated ABCs of Corporate Pension for SEs) and *Zukai de manabu SE no tameno ginkō sandai gyōmu nyūmon* (Illustrated ABCs of the Three Major Bank Operations for SEs). These books summarize information that is needed not only by system engineers involved in operations in the financial field but also by people who are beginning to learn banking operations.

In March 2017, we published *SE no tameno kinyū jitsumu keyword jiten* (a dictionary of keywords on financial practices for SEs), a dictionary-style book that explains the latest keywords on financial affairs, banks' operations, products, and services, and other relevant topics.

#### *SE no tameno kinyū jitsumu keyword jiten* (Kinzai Institute for Financial Affairs, Inc.)

This book serves young and mid-level system engineers who are in charge of system development or operation in the financial field and people who are involved in practical operations at financial institutions.





At the CAC Group, we wish to help solve social problems through social contribution activities, such as support for the Institute of Strategic Solutions for Pension Management and sports for the disabled.

## Activities for promoting and supporting Boccia, a sport for the disabled

As a member of society, we at the CAC Group engage in social contribution activities such as environmental protection and participate in activities of local communities. We also aim to build a better society through the provision of IT and healthcare services.

Specific activities include providing support for the Japan Cross Country Skiing Association for the Disabled, support for events held in local communities and helping the Red Cross Society of Japan with blood donation activities. We also used our 50th anniversary as an opportunity to start promoting and supporting Boccia, a sport for persons with disabilities.



### Boccia

which is a Paralympic sport, was invented in Europe for people with severe cerebral palsy and those with other equally severe disabilities that affect the functions of their limbs. Players compete to place their set of red and blue balls, six each, around a white ball called the jack ball (target ball). They throw or roll the balls or hit them with other balls to place them as close as possible to the jack ball. Players who are unable to throw the ball may use a ramp (assistive device) and take part in matches if they can tell their assistants where they wish to aim the ball.

## Initiatives of the CAC Group for Boccia

At the CAC Group, we have continued our work to promote and support Boccia with the aim of making it known to a greater number of people, helping provide more opportunities for disabled people to play this sport, and for other purposes. In addition to providing support for the activities of the Japan Boccia Association and the operations of major tournaments in Japan, our employees are proactive in creating opportunities to enjoy playing Boccia on their own. At the 2017 Boccia Tokyo Cup, an inclusive Boccia tournament\* that was held in March 2017, one of the 12 teams from the CAC Group achieved second place.

We are also improving the environment for watching Boccia games by making use of information technologies that we use for our businesses in the CAC Group. In December 2016, we announced the development of *Boccia Measure* (tentative name) (patent-pending), an Android application for measuring the distance between Boccia balls. In addition to helping Boccia games to run smoothly with *Boccia Measure*, we will communicate the progress of each game to spectators in an easy-to-understand manner. By making use of information technologies, we will continue to study tools that will shorten the distance between the Boccia court and spectator stand

and warm up Boccia tournaments.

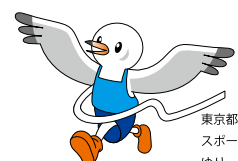
These initiatives were highly evaluated, and we were certified by the Tokyo Metropolitan Government as a Tokyo Sports Promotion Company for FY2016.

**Provide support as a Gold Partner of the Japan Boccia Association**

**Send employee volunteers to various tournaments to support the operations and cheer on players**

**Create an environment for watching Boccia games through measures such as developing support tools by making use of information technologies**

\*Inclusive Boccia tournament: A Boccia tournament in which disabled and non-disabled players compete on equal footing



**TOKYO**  
東京都スポーツ推進企業