



People

Respecting Our Employees

The NTT Communications Group respects employee diversity and provides workplaces that champion self-fulfillment based on our Fundamental CSR Policy.

Realizing “workplaces with high professional awareness” and “fair workplaces in which personnel maintain a mutual respect for diversity” naturally requires education on the independence of mind for employees and the building of the mechanisms to make that possible. Based on these ideas, we have positioned the Groupwide initiatives to be addressed as core measures and are promoting ongoing improvements. These include the fair treatment of personnel and the development of training systems, the creation of workplaces where diversity is respected, and the upgrading of measures designed to maintain and enhance the health of employees.

We maintain high ethical standards in meeting our social responsibilities as a telecommunications professional that offers services around the world.

Personnel Data

■ Total Number of Employees and Breakdown of New Employee Numbers by Gender

		Fiscal 2010	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014
Number of employees		8,150	8,000	6,850	6,850	6,509
	Male	7,200	7,000	5,900	5,900	5,543
	Female	950	1,000	950	950	966
New employees (excluding non-Japanese nationals)		215 (5)	226 (14)	212 (36)	223 (29)	219 (36)
	Male	157 (3)	160 (8)	148 (23)	167 (18)	149 (19)
	Female	58 (2)	66 (6)	64 (13)	56 (11)	70 (17)

(Scope: NTT Communications [non-consolidated], excluding seconded employees)

Activity Achievements in Line with CSR Indexes

In fiscal 2014, we implemented a wide range of activities on the basis of “respect for diversity and taking steps to promote equal opportunity and other objectives,” a priority activity. Firstly, with regard to the building of workplace systems that allow diverse personnel to work with vitality, we consider initiatives that we term Perspectives as a responsibility that companies should fulfill for their employees. In keeping with this belief, we engaged in a number of themes and have steadily achieved results in each. The themes included the promotion of working style reform, support for balancing child raising/nursing care and careers, and improving the statutory ratio of employees with disabilities.

In actively utilizing the diversity of our personnel, we are also building systems to enable companies and their employees to grow together. As these moves are indispensable for a global ICT corporate group that continues to provide value to society, we are accelerating the pace of Groupwide initiatives in the promotion of global human resource exchanges and the placing of women in management positions.

In fiscal 2015, we will continue to encourage the kinds of core initiatives outlined above and ensure that diversity remains respected, while causing the spread of activities to corporate groups that are enlivened by their personnel and to all workplaces, be they in Japan or overseas.

Fiscal 2014 Activity Achievements

Priority Activity	Measure	Fiscal 2014 Targets		Fiscal 2014 Achievements		
		Qualitative Target(s)	Quantitative Target(s)	Status of Specific Activities	Quantitative Result(s)	Self-Assessments toward Target Achievement
Respect diversity and take steps to promote equal opportunity and other objectives	Promote diverse working styles by extending work-related reforms across the Company	In response to issue of workplace productivity raised in all-employee survey, make sustained effort to achieve process improvements	Improve assessments of workplace productivity in companywide employee questionnaires	Work-Life Committee and Diversity Office worked together to formulate action plan to realize effective, highly productive ways of working from each organization Initiatives taken to put into practice productive ways of working	In companywide employee questionnaire, workplace productivity assessment edged down by 0.12, from 3.23 to 3.11 (out of maximum score of 5.0)	☆☆☆
	Enhance support for balancing child raising/nursing care responsibilities and careers	Implement support measures to enable both men and women to continue engaging in lively work and careers while balancing child raising/nursing care	—	<ul style="list-style-type: none"> (1) Held seminar on supporting balance between childcare responsibilities and careers for employees returning from healthcare leave (May); (2) Held life event (pre-natal) consultations (April, July and March); (3) Held seminar on returning from leave for employees currently on childcare leave (January) Started skills enhancement training (five-hour menu) in which even people working shorter hours can easily participate Due to career continuation program (day care center support) two people return to work after childcare leave 	—	☆☆☆
	Improve statutory ratio of employees with disabilities	To achieve statutory employment rate of 2.0%, continue recruitment activities throughout NTT Communications Group	Statutory employment rate: 2.0%	To achieve statutory employment rate of 2.0%, implement recruitment activities throughout NTT Communications Group	Statutory employment rate (NTT Communications, non-consolidated): 2.07% Statutory employment rate (NTT Communications Group): 1.91% (As of March 31)	☆☆☆
	Expand personnel exchanges on a global scale	Increase number of companies involved in both seconding and hosting employees. Enhance program follow-up during secondment and hosting, concentrate on more effective personnel interaction	Continue to second approximately 80 people overseas and host around 20 people from overseas	With regard to people seconded from NTT Communications, number was same as previous year with personnel seconded to companies newly acquired by M&A and increased personnel exchanges With regard to hosting of more personnel from overseas, initiatives taken to revitalize exchanges between those hosted, building of global-scale human networks achieved	Personnel seconded overseas by NTT Communications: 74 Personnel from overseas companies hosted: 24	☆☆☆
	Improve ratio of women in management positions	Continue mentoring and seminar activities by female managers, devise ongoing improvements in employee career-mindedness	—	<ul style="list-style-type: none"> Total of 83 women employees took part in Open Cafe events held in September, December In February, held discussion between women in management positions for newly joined employees, attended by 32 people Conducted Next-Generation Leader Program for Women (first round: April to December 2014; second round: October 2014 to February 2015), total of 72 employees participated. Individual mentoring offered as part of program. According to a survey, one resulting effect was ratio of women employees in their 30s expressing desire to become managers improved from 55% to 61% 	All-employee questionnaire results showed trend toward elimination of gender gap in career-mindedness, but career-mindedness of female employees remained at same level as previous year	☆☆☆

Self-Assessment Achievements Set at Four Levels
 ☆☆☆: Target only partially achieved
 ☆☆☆: Target almost achieved
 ☆☆☆: Target achieved

Human Resource Development and Evaluation

Aiming to remain a company where employees can demonstrate on-site capabilities while playing an active role in business operations, NTT Communications is pursuing various measures to that end.

We aim for continuous improvement through a human resource development cycle. The cycle begins by defining ideal employees and desired skills. We then assess individual skills and identify gaps between an individual's current skill level and that of an ideal employee. Finally, we consider how to effectively assign job duties and develop a training plan to close any skill gap.

The implementation rate for our Professional Human Resource Development Program, a main pillar of the NTT Communications Group's human-resource development policy, reached virtually 100% in fiscal 2010. We believe that we have gained a significant level of results in raising employee skills and elevating them to higher ranks.

We will continue to promote human resource development efforts, aiming to bolster corporate competitiveness through accelerated globalization. While continuing with our thinking that practical on-site experience is most effective, we will work on human resource development that in particular helps strengthen specialist expertise, as we endeavor to realize our Vision 2015.

Main Achievements in Fiscal 2014 and the Coming Years

We have also expanded opportunities to enhance specialized skills, based on the career development plan (CDP) for training professional human resources. Specifically, while conducting annual skill level checks of all employees, we encourage people to acquire public certifications and offer an extensive range of training menus for employees to choose from, their choices forming the basis for training.

As of April 2015, NTT Communications has offered 748 skills enhancement courses, 160 skills enhancement support courses (such as distance learning) and 94 personal development support courses.

In the years to come, in light of business globalization we plan to carry out further improvements in the career development menus.

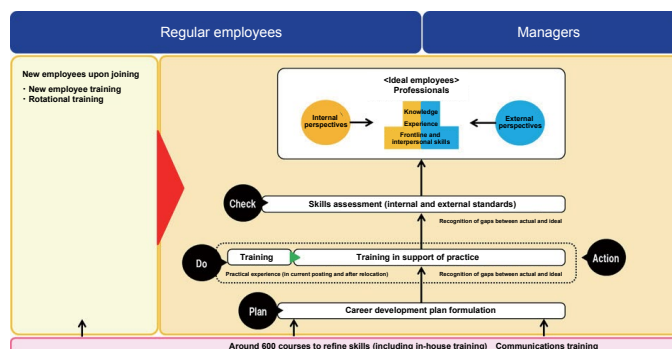
Systems for Human Resource Development and Evaluation

Education/Training Systems

We provide rotational training for new employees to give them experience of a number of positions but mainly at frontline points of contact with customers or in actual business unit environments. The goal here is to cultivate customer-oriented mindsets and encourage an understanding of the value chain at NTT Communications by real-life experience gained in organizations in each of the three functions of services, sales, and operations.

While formulating their career development plans (CDPs) in line with the Professional Human Resource Development Program and gaining real on-site experience, all employees select and decide on training courses after consultation with their superiors. With regard to the training menus, we review more practical and appropriate training content and take into consideration the results of employee surveys, while constantly devising structured training programs.

System of Human Resource Development Measures



Professional Human Resource Development Program

Given the changes in the operating environment and customer needs, including the growing diversity, sophistication, and complexity of customer needs as well as the increased pace of transition to new business and consumption models and globalization, NTT Communications is enhancing its frontline professional human resource development to make them capable of being active and accepted on the world stage.

Specifically, we have classified our professional human resources into nine specialized categories. For each, we have identified necessary skill levels from both internal and external perspectives, including applied expertise, experience, skills, ability to communicate with employees on-site, and specialization. In this manner, we support the development of professional skills for each employee in every area of specialization. We flexibly revise these specialist categories and skills standards on an ongoing basis, taking into account changes in the market and evolving operational strategies.

Nine Ideal Employees

[Main Category]

[Subcategory]

Management united for employee's CDP

Units to ascertain employee skills

① Sales	• Corporate sales	• Partner sales
② Service planning/Marketing	• Colocation • Networks • Cloud	• Applications • Voice • Security • Managed ICT
③ Operational planning	• Charges	• SO • Maintenance
④ Engineering	• Data centers • Infrastructure networks • IP networks • Servers & storage	• Software development • Applications • Voice • Security
⑤ Service management/ Project management		
⑥ ICT consulting		
⑦ Finance		
⑧ Legal affairs		
⑨ Staff	• Management strategies • Business planning	• Labor and welfare • Personnel • Publicity • General affairs

Overseas Secondment Program Extended to Young Employees

Implementing an overseas secondment program with the aim of cultivating the human resources capable of excelling on the world stage, NTT Communications expanded those eligible to include young employees in fiscal 2011. Under this program, employees are sent overseas for one year to undergo on-the-job training, amassing global communications skills through first-hand experience. In fiscal 2014, we sent 74 employees overseas through this program.

Internal Job Posting System

We use an internal job posting system that provides motivated employees with challenging opportunities to maximize their potential in a wide range of fields. The system is being used extensively by employees of all ages, with job postings conducted within the NTT Communications Group and the NTT Group.

Job postings focused on bolstering the human resources in the following areas were conducted in fiscal 2014:

- Human resources aimed at bolstering global business
- Human resources aimed at bolstering cloud-related services
- Human resources aimed at bolstering security-related services
- Human resources aimed at bolstering upper layer-type services
- Human resources who are capable of bolstering Group companies toward the maximization of total Group power

In fiscal 2014, approximately 90 employees were assigned to departments of their choice within the NTT Communications Group and the NTT Group. Looking ahead, we will continue to actively use the internal job posting system to help employees advance their careers and to revitalize the organization. At the same time, we plan to promote job postings in domains that exhibit growing strength with the aim of attaining our business vision.

Personnel Evaluation

NTT Communications aims to improve its employees' desire to confront challenges and motivate them to perform to the best of their abilities. While as ever emphasizing fairness and transparency in this regard, we worked on revisions to our personnel and remuneration systems to put greater emphasis on results and performance.

Accurately assessing employees' performance against their goals is a crucial aspect of this system. Under this system, we recognize the importance of employees who act with an increased sense of speed and are prepared to boldly address change, without the fear of failure, while positioning the needs of customers as their first priority. At the same time, we are cognizant of the need to accurately grasp and evaluate the results of efforts to overcome certain challenges and reach specific results. In this context, we encourage employees to reflect on their voluntarily set goals and provide the opportunity to participate in semiannual performance review meetings with their supervisors to ensure agreement on the results of their job performance evaluation.

Creating Workplaces where Diverse People Thrive

NTT Communications works to create workplaces that enable diverse human resources to thrive, regardless of their gender and age, race, nationality, or whether they are people with disabilities. Having established the Diversity Office in 2008 to utilize the diversity of its human resources and achieve targets stated in management strategies, we implement activities that center on working style reform, including meeting reforms, and the securing of diversity. The aims here are to support the career development of women, promote the hiring of people with disabilities, develop environments that utilize ICT, and improve productivity.

■ Promotion of Diversity Fundamental Policy

- Foster a corporate culture that leverages employee diversity to achieve targets stated in management strategies
- Continue to create environments that enable employees to show their full potential to produce human resources who further their own transformation and creativity

Main Fiscal 2014 Initiatives and Coming Years

In fiscal 2014, particular attention was placed on promoting women in the workplace. The Company continued with efforts to boost the ratio of female employees in management positions, which is showing a steady annual increase and currently stands at 4.4% (as of March 31, 2015). Aiming to increase the number of women who excel on the frontline, we have channeled our energies toward developing the careers of female employees and worked diligently to raise awareness of opportunities. The proactive steps we took included the promotion of mentoring programs among female employees in management positions, the implementation of various role model initiatives, and the running of training programs geared toward female administrator candidate employees.

Although not to be confused with the current demographic process known as the graying of society, in a few years' time the numbers of veteran employees older than 50 will have doubled. Amid the increasingly top-heavy veteran tier, based on the recognition of the need in the years ahead to face up to reforms of existing businesses and to the challenge of new growth fields, we have been backing efforts to build tailor-made careers for employees in their 50s. While anticipating other ways of working following retirement age rehiring, these efforts will enable veterans to improve their willingness to take up challenges, display ongoing high levels of performance, and also enable them to continue working with motivation.

Carrying on from fiscal 2011, we continued to advance "working style reform." In specific terms, we put in place a smart device environment to realize working styles that help increase the efficiency and autonomy of work as well as productivity regardless of time and place. Making full use of this environment, we initiated efforts aimed at engaging in working styles that place a premium on efficiency while promoting paperless meetings. In order to enhance productivity, we hope to introduce ways of better balancing the work and home lives of employees. Accordingly, we will continue to implement this project in an effort to foster a corporate culture that places the utmost emphasis on employee health and the opportunity to further improve skills and capabilities.

Employment, Training and Promotion of Diverse Human Resources

Career Development Support for Women

NTT Communications provides career development support at various stages as part of its effort to increase opportunities for diverse human resources to engage in work in a lively and vibrant manner. In fiscal 2014, we channeled our energies into helping our female employees develop their careers and undertook the two key initiatives that follow.

- (1) Career formulation through Next-Generation Leader Program for Women, for employees wishing to be considered as administrator-level candidates, and through training necessary for leaders and formulation of career development plans
- (2) Established a forum (Open Cafe) that allows female employees to speak directly to female managers, take stock of their careers and better visualize their future

In addition to assessments with regard to working style reforms and other initiatives, the abovementioned encouragement for the development of women's careers was awarded the basic achievement standard grand prize at the Diversity Awards (Corporate Prize, Basic Category) held by the Japan Innovative Women's Network (J-Win) on March 6, 2015. Our efforts were assessed as strategic initiatives toward raising awareness, seen from when women join a company to executive training.

Employing People with Disabilities

Based on the concept of normalization, when employing people with disabilities NTT Communications verifies their desires with regard to the type of work and working environment, so that all can make the most of their skills, gives due consideration to their suitability and decides on their job descriptions.

As of June 1, 2015, we employed 121 people with disabilities in a broad range of fields, including sales and engineering. To remain fully compliant with the 2% statutory rate of employment of people with disabilities we implement recruitment drives for potential new graduate hires and, through employment agencies, for mid-career hires as well as regular support initiatives and have achieved a ratio of 2.08%.

Retirement Age Rehiring

We introduced a continued employment system that allows employees reaching the mandatory retirement age of 60 to continue working, if they wish, until they reach 65.

■ Number of Rehired Employees

Fiscal 2012	Fiscal 2013	Fiscal 2014
55	38	54

(Scope: NTT Communications [non-consolidated])

“CAVA” Home-Based Call Center Operations

NTT Com CHEO holds training courses and certification examinations on computer and Internet settings and operations. It contracts certified individuals with a high level of examination-certified ICT skills as “CAVA operators,” who work as home-based ISP call center staff.

NTT Com CHEO is working to expand nationwide training opportunities through the introduction of home-based training via the Internet. At the present time, there are approximately 1,900 CAVA operators throughout Japan. This system of home-based operators utilizes untapped human resources such as women who have had to stop employment due to child raising or caring for other family members, as well as retired senior citizens. In fiscal 2012, we institutionalized measures to help single parents become CAVA operators that were first initiated by NTT Com CHEO in fiscal 2009 with the aim of helping others achieve a better balance between work and childcare. We aim to expand employment opportunities by offsetting the cost of acquiring the necessary certifications and training to become CAVA operators.

Moreover, we are collaborating with local governments to provide employment support and to assist job seekers to gain ICT skills and certification while increasing opportunities to work from home. Through such activities, we aim to expand employment opportunities in local communities and contribute to community revitalization. Going forward, we will continue meeting the employment needs of a diverse range of people by providing opportunities for individuals to work without location or time constraints. As a part of this effort, we will expand operations beyond ISPs.

Promoting and Cultivating Global Human Resources

Global Human Resource Management (GHRM) Initiatives

Diversity management is attracting attention as a way of utilizing various concepts of values from a diverse workforce. We will have all Group companies work on GHRM as a unit with “Global One Team” as our key message to promote global activity by human resources.

In the long-term temporary assignment program that started in fiscal 2009, 20 locally hired overseas employees have been seconded to the head office and are promoting global business in Japan. In fiscal 2004, we introduced a system for bringing mid-career employees of overseas subsidiaries to work at headquarters for six months. This program succeeded in transmitting some of the skills and expertise they learned at overseas to the headquarters subsidiaries, and the resulting communication culminated in the “Global One Team” Promotion.

In fiscal 2014, NTT Communications expanded its reciprocal human resource exchanges with overseas subsidiaries. At the same time, we continued our initiatives of the previous fiscal year in global communications training, pre-assignment training and joint management training for NTT Communications and overseas subsidiaries. Since July 2011, eligibility for the overseas assignment program had been extended as far as young employees. This move develops employees who can succeed globally as soon as possible by dispatching new employees who have less than five years of experience in the Company to on-site locations overseas.

In the future we will continue to aim for further expansion of GHRM initiatives through the development and assignment of managers at overseas subsidiaries, who will lead global business for the entire Group, as well as through the promotion of global human resource exchanges.

Recruiting Global Human Resources

Taking into consideration the rapid and dynamic changes in its operating environment, the NTT Communications Group established Vision 2015, a medium-term policy that emphasizes the need to further increase the pace of business development. From the perspective of its human resources, the Group is strengthening its personnel Perspective in an effort to achieve this vision. This entails actively recruiting a wide variety of employees who are capable of bolstering competitiveness while taking the lead in the Group's globalization endeavors. In particular, we are aggressively hiring personnel who adopt a hands-on approach toward our worldwide expansion activities, focusing especially on students from a broad range of countries.

Given the strong global nature of our recruiting activities, we are stepping up efforts at overseas subsidiaries. Considerable emphasis is being placed on uncovering and hiring the highest caliber personnel from outside Japan. In this manner, we are successfully welcoming to the Group outstanding personnel, particularly engineers. In addition to hiring overseas students and Japanese nationals who have graduated from universities outside Japan, we are currently conducting job fairs throughout the world as well as recruiting on the campuses of overseas universities. In fiscal 2014, we undertook local recruiting activities in the United Kingdom, South Korea, the United States, and India.

Creating More Satisfying Workplaces

Incorporating Employee Feedback

We communicate closely with employees because we seek to build a pleasant and motivating corporate culture. Our goal is to quickly reflect the ideas of our employees in our management and business processes by enabling employees to feel free to send proposals directly to us.

As part of that commitment, we launched the KAIZEN (Continuous Improvement) initiative in July 2006. We also instituted a Direct Line program to deal with constructive proposals from employees beyond organizational and supervisory boundaries. In May 2011, we made it easier to submit proposals through a change in the submission format that now requires only the identification of a problem within a business process, without necessarily requiring an improvement plan. We also changed the name to KAIZEN Support Line.

The proposals and the status of related solutions can be viewed on the KAIZEN Portal on the company intranet. In fiscal 2008, we instituted the KAIZEN awards system to encourage more proposals and to recognize both those who submit outstanding proposals and those who implement them. We have seen a number of increases in process efficiency as a result of this initiative.

We received around 999 proposals through June 30, 2015. We will continue to ensure an environment that increases opportunities for employees to voice their concerns, and in which a wide variety of ideas are reflected in business process improvements in a timely manner.

Dream Idea Contest

As an initiative aimed at expanding the horizons and opening up the future of the NTT Communications Group, we are calling for the submission of new ideas in a wide range of areas and implementing measures that will contribute to the development of services. This initiative is dubbed "the Dream Idea Contest," which encapsulates our desire to see a more vibrant NTT Communications Group.

This contest allows anyone working within the NTT Communications Group to submit an idea. During the five calls for submissions made to date, we have received more than 1,300 submissions, of which five have been adopted and turned into actual services. Applications are posted on a designated SNS site to allow for easy access and browsing while promoting the exchange of opinions. A system was put in place that allows even those uninitiated in the use of SNS sites to amend and brush up their ideas as they please.

Ideas that are picked as new services are recognized through an award from the president, which is helping to further motivate applicants to submit ideas.

As we work to become a company that is filled with dreams, we will continue to implement measures that help create vibrant and comfortable workplaces.

■ Dream Idea Contest poster



Labor-Management Relations

NTT Communications maintains a policy of labor-management equality. Based on this, we prioritize dialog that emphasizes labor-management relations characterized by independence and responsibility. In addition to employment and working conditions, we seek to foster mutual understanding of issues related to operations management.

Maintaining and Improving Employee Health

With regard to maintaining and improving environments, at all workplaces, in which employees can engage in their duties in a lively and vibrant manner, the basis can be said to be the creation of workplaces in which professional personnel are able to display their full potential. From this kind of perspective, we regard improving the work-life balance and the thorough implementation of occupational health and safety practices as two sides of the same coin. We therefore promote all kinds of measures designed to maintain and improving employee health.

Main Achievements in Fiscal 2014 and the Coming Years

On the subject of improving the work-life balance, a Work-Life Committee formed between labor and management at each Group company and a Health and Safety Committee organized at each building to ensure the thorough implementation of occupational health and safety practices serve to accelerate initiatives across the entire NTT Communications Group. In fiscal 2014, the Work-Life Committee implemented a range of measures aimed at decreasing annual total work time. Having made the mitigation of incidents resulting in employee injury a priority issue, the Health and Safety Committee recorded 11 incidents (the same as in the previous fiscal year). We thoroughly implement initiatives via each workplace on an ongoing basis to maintain and improve employee health.

■ Work-Related Accidents (Accidents while Working or Commuting)

Fiscal 2012	Fiscal 2013	Fiscal 2014
12 (working 5 / commuting 7)	11 (working 3 / commuting 8)	11 (working 2 / commuting 9)

* Excluding corporate rugby team activities
(Scope: NTT Communications [non-consolidated])

Work-Life Balance

Work-Life Committee

The Work-Life Committee at NTT Communications was established to create more satisfying workplaces and help employees improve the balance between their professional and private lives. The committee comprises management and employee representatives, who make a continual effort to implement a range of measures aimed at achieving the goals of decreasing annual total work time, realizing working styles that help increase the efficiency and productivity of work, and ensuring that duties are carried out appropriately and thoroughly.

Supporting Balance between Career and Child Raising/ Nursing Care

NTT Communication promotes Measures to Support Next-Generation Childcare, which emphasize the importance of the healthy upbringing of the children who will lead the next generation. We have formulated a General Business Action Plan to help provide an environment with a greater variety of working conditions, both to encourage a balance between employees' work and childcare and also to address the needs of employees who are not raising children. We are working on an ongoing basis to reach the targets outlined in this plan.

Based on the Act on Advancement of Measures to Support Raising Next-Generation Children*, we formulated a First Action Plan (April 1, 2005 through March 31, 2008), a Second Action Plan (April 1, 2008 through March 31, 2011) and a Third Action Plan (April 1, 2011 through March 31, 2015). These plans received strongly positive evaluations, and we were designated by the Tokyo Bureau of the Ministry of Health, Labour and Welfare as a certified business operator for fiscal years 2008, 2011, and 2015.

For employees on childcare leave, in fiscal 2014 we promoted awareness of systems that utilize sites such as "NTT-LiFE+" for employees raising children or providing nursing care. We also conducted prenatal consultations and seminars for employees taking childcare leave or to support employees returning to work after childcare leave. Altogether, 80 people attended these seminars. In January 2015, we joined three other companies—Hitachi Solutions, Ltd., All Nippon Airways Co., Ltd. (ANA) and Nissan Motor Co., Ltd.—in a four-way seminar for employees on childcare leave with people in other industries. Held for employees scheduled to return to work in April 2015, the seminar was aimed at encouraging preparation for employees returning to work.

We are currently formulating our Fourth Action Plan (April 1, 2015 through March 31, 2017) to enable each and every employee to work in a lively and vibrant manner and to create workplace environments where diverse working styles are both accepted and understood.

* Act on Advancement of Measures to Support Raising Next-Generation Children: This act promotes measures to support raising the next generation of children by creating an environment conducive to the healthy birth and upbringing of the children who will lead the next generation. Rather than relying on plans by national or regional public-sector organizations, this act calls upon companies with 101 or more employees to formulate and promptly submit General Business Action Plans. Companies with 100 employees or fewer are encouraged to make efforts on this front as well.

■ New Kurumin logo



■ Seminar for employees taking childcare leave



■ Seminar for employees on childcare leave with people in other industries



■ Number of People on Childcare/Nursing Care Leave

	Women	Men
Childcare leave	101	3
Nursing care leave	1	4
Maternity/ paternity leave	83	—

Promotion of Working Style Reform

Among a host of endeavors, the Company is promoting a system that allows employees to work from home along with other measures designed to increase productivity. These endeavors are designed to provide employees with the opportunity to make the most of their abilities and to help create a workplace environment in which employees can perform their duties with greater vitality.

In addition, we took steps to improve the system for working from home (WFH) by extending the scope of eligibility to help employees with their childcare and nursing care commitments. Currently, the number of system users totals around 330. Through these and other measures, NTT Communications has successfully promoted more flexible working styles across a wide and diverse range of employees.

Over and above the WFH system, we are accelerating the implementation of working style-related measures that are unique to an ICT company. We have focused on creating an environment that would allow employees to work from remote locations when, for example, visiting clients outside the office or on a business trip. The use of tablet computers was therefore introduced to allow staff to more effectively use their spare time. Furthermore, particular emphasis was placed on reducing the number of documents and increasing the efficiency of meetings. To this end, we continued to undertake edification activities using Meeting 1/8th*¹ posters while adopting paperless meeting tools to simplify the manner in which meetings are conducted.

Having conducted employee satisfaction surveys since fiscal 2011, we aim to improve employee job satisfaction and productivity by setting agendas and implementing measures in light of the survey results. Since fiscal 2014, we have been working to further improve employee job satisfaction by objectively pinpointing NTT Communications' strengths and weaknesses. To serve as benchmarks indicating job satisfaction we have thus newly adopted the Great Place To Work*² numerical indexes that are used in research and analyses relating to job satisfaction.

*¹ A method for increasing the efficiency of meetings by reducing by half the number of participants in, time taken for, and materials used during each meeting.

*² Conducting research and analyses relating to job satisfaction, Great Place to Work® is a specialized agency active in more than 40 countries that implements activities, announced in the leading media, covering the companies and organizations that are recognized as having attained a certain level.

Cafeteria Plan

To cater to their varying lifestyles and needs, NTT Communications offers various benefits to all its employees equally throughout their time in our organization. Specifically, we have introduced a "Cafeteria Plan" system, which allows employees to choose from a wealth of benefit options (a total of 45 options in fiscal 2014) that suit individual employee lifestyles. In order to provide employees with life design support, we also set up a life design consultation office. In fiscal 2014, 176 employees used this office. Moreover, we offer life design training to 30-year-old employees while holding second-life seminars for employees aged 59. In fiscal 2014, 154 employees participated in life design training, while 127 employees attended second-life seminars.

We will continue enhancing our programs and menus to make them more employee-friendly.

Encouraging the Planned Taking of Various Types of Leave

Working toward improvements in the work-life balance of its employees, NTT Communications is encouraging the taking of leave. Specifically, we increase awareness about the taking of leave to coincide with long national holidays, such as during Golden Week and over the New Year period, and work to create working environments that facilitate the taking of leave. In fiscal 2014, the average amount of paid leave taken was 17.7 days.

There is also a lifeplan holiday system that enables the taking of leave, if necessary, for a week or more in such cases as employees who want to take a break, for nursing family members, volunteer activities, recurrent training and child care. In fiscal 2014, 52 people took advantage of this system.

Mental Healthcare

We are implementing various measures to secure occupational safety based on the creation of work environments that ensure the health and comfort of our employees.

We have extended to the general manager class the scope of “mental health keepers,” whose role is to attend to employee mental health on the job. (In fiscal 2014, 242 employees took the course, bringing the total number of those certified as mental health keepers to 2,503.)

In addition, we offer various other services on a continual basis including counseling for high-risk employees based on reports issued by Japan's Ministry of Health, Labour and Welfare (a total of 392 participants in fiscal 2014). In putting in place a comprehensive support structure, we also provide employee consultation desks both inside and outside the organization as well as a counseling environment geared toward employees being sent on overseas assignment.

Going forward, we will continue to implement various measures that include Group companies in Japan to ensure healthy and comfortable work environments. We will also strengthen measures aimed at providing on-the-job support. We are also undertaking initiatives to reinforce our line care.