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# Human Resources

Our Vision of the Future

A future rich in diversity based on mutual respect and enhancement and where everyone can shine in their own way and play a valuable role in society.



FY2024				FY2025	
Main Initiatives	KPIs	Review	Assessment	Main Initiatives	KPIs
<b>Priority Activity   Development of human resources</b>					
Promote measures that enable employees to learn and grow autonomously to realize their careers (a growth cycle in which employees and the business grow together)	Quantitative Training costs per person: 220,000 yen per year	264,900 yen per year	○	Promote measures that enable employees to learn and grow autonomously to realize their careers (a growth cycle in which employees and the business grow together)	Quantitative Training costs per person (set as a monitoring index) • Training costs per person • Satisfaction level of career support interview • Registration rate of career design form
<b>Priority Activity   Promotion of diversity, equity, and inclusion</b>					
Promote hiring, development, assignment, and equal opportunities for diverse human resources	Quantitative Percentage of female employees in managerial Positions: 15% (as of 2025)	13.6%*1	○	Promote hiring, development, assignment, and equal opportunities for diverse human resources	Quantitative Percentage of female employees in managerial positions: 15% (as of 2025)
	Quantitative Percentage of female employees appointed as new managers: 30%	30%*1	○		Quantitative Percentage of female employees appointed as new managers: 30%
	Quantitative Percentage of female employees in executive positions: 25–30% (as of 2025)	24.2%	×		Quantitative Ratio of female directors: 25–30% in 2026
	Quantitative Percentage of male employees taking leave for childcare: 100%	105%*2	○		Quantitative Percentage of male employees taking leave for childcare: 100%
	Quantitative Percentage of employees with disabilities: 2.5%	4.9% (as of June 1, 2024, percentage of employees directly employed by NTT DOCOMO BUSINESS)	○		Quantitative <b>New</b> Percentage of male employees who took leave for childcare as requested: 100%
					Quantitative Percentage of employees with disabilities: 2.5%

\*1 As of April 1, 2025 \*2 Scope: NTT DOCOMO BUSINESS, Inc., including seconded employees \*3 2.59% for the NTT DOCOMO Group as a whole (as of June 1, 2024)

Achievement levels based on self-assessment ○: Achieved △: Partially achieved ×: Not achieved



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FY2024			
Main Initiatives	KPIs	Review	Assessment
Promote hiring, development, assignment, and equal opportunities for diverse human resources	Quantitative Hire external personnel: 30%	46.3%	○
	Quantitative Improve the engagement score compared to the previous year	<ul style="list-style-type: none"> <li>NTT DOCOMO BUSINESS Group: 64% (up 5 points year-on-year)</li> <li>NTT DOCOMO BUSINESS: 68% (up 6 points year-on-year)</li> </ul>	○
Promote work-life balance	Quantitative Positive response rate on autonomous workstyles (monitoring index)	87%	—*
	Quantitative Work-related accidents: 0	0 cases (including serious accidents resulting in injury or death during equipment construction work)	○
Thoroughly implement occupational safety and health and health management for employees	Quantitative Presenteeism loss ratio	3.7% * NTT DOCOMO Groupwide target: 6.0%	○

## Priority Activity | Respect for human rights

Proactively promote activities for human rights education	Quantitative Attendance of human rights training: higher than the previous fiscal year	<ul style="list-style-type: none"> <li>NTT DOCOMO BUSINESS Group: 98.1%, up 0.8 points year-on-year</li> <li>NTT DOCOMO BUSINESS: 98.0%, up 0.3 points year-on-year</li> </ul>	○
	Quantitative Human rights due diligence: more than once a year	<ul style="list-style-type: none"> <li>Participation in EcoVadis, an NTT Groupwide human rights due diligence measure</li> <li>Preparations have begun to identify our human rights issues in cooperation with an international human rights NPO</li> </ul>	○
	Quantitative Human rights violations: 0 cases	3 cases	×

FY2025	
Main Initiatives	KPIs
Promote hiring, development, assignment, and equal opportunities for diverse human resources	Quantitative Hire external personnel (set as a monitoring index)
	Quantitative Improve the engagement score compared to the previous year
Promote work-life balance	Quantitative Positive response rate on autonomous workstyles (set as a monitoring index)
	Quantitative Work-related accidents: 0
Thoroughly implement occupational safety and health and health management for employees	Quantitative Zero occurrence of serious accidents resulting in injury or death during equipment construction work
	Quantitative Presenteeism loss ratio: 6.0%

Proactively promote activities for human rights education	Quantitative Human rights violations: 0 cases
	Quantitative <b>New</b> Awarded the gold rating of PRIDE Index (evaluates LGBTQ inclusion efforts)

\* This assessment was not conducted because it serves as a monitoring indicator.

Achievement levels based on self-assessment ○: Achieved △: Partially achieved ×: Not achieved