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Undertaking Business with Respect to Employees While Enabling Them to Succeed



Human Resources

The source of competitiveness of NTT Communications is the power of its people. Employees drive the operations of the Company as partners who grow with it as they pursue their own happiness and personal development.

Management that draws strength from diversity has recently been gaining attention around the world. In this context, the NTT Communications Group aspires to grow with its employees by implementing advanced initiatives for human resource development to ensure their well-being.

By emphasizing actions for turning diversity into a competitive edge, we have taken on the challenges of multifaceted programs that promote human resource development and workstyle reform as well as the expansion of diverse forms of employment. We want to develop a sustainable society by actively applying the knowledge and skills accumulated in the course of our efforts as our contribution to society.

Targeted SDGs













Priority Activities ▶ 087 Development of Human Resources

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People are the driving force for creating value in the world and realizing a sustainable society. Here we introduce the NTT Communications Group's stance and initiatives on human capital.

Governance

To create businesses with mid- to long-term competitive Risk Management advantages for sustainable business growth and enhanced corporate value, it is essential to formulate and implement integrated strategies and investments for human capital as the source of competitiveness. We established the Human Resource Strategy Committee from this perspective to discuss, examine, and promote the formulation and execution of human resource strategies and development policies linked to our management strategies. Through the committee, we have developed a management governance structure that includes the formulation of midto long-term strategies and implementation management based on KPIs under major HR management themes, such as human resource portfolio management, strategic allocation of human resources for strengthening businesses, and resource management policies based on labor productivity indicators.

The committee also collaborates and deliberates with the Sustainability Management Committee on key human resource issues and periodically reports to the Board of Directors.

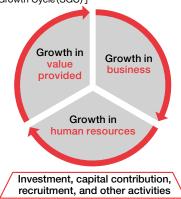
P.009 Please also see our Sustainability Management Promotion Framework.

[Overview of Human Resource Strategy Committee]

	Details				
Purpose	Discuss, examine, and promote the formulation and execution of human resource strategies and development policies linked to management strategies				
Composition	Chairperson: Senior executive vice president (in charge of corporate affairs) Members: Senior executive vice president, heads of divisions, senior vice president of Corporate Planning, senior vice president of Human Resources				
Meetings	Held as required by the discussion agenda, about once every quarter				
Discussion topics	(1) Human resource strategies and policies linked to management strategies (2) Human resource measures and policies for expanding businesses and resolving business issues				
Secretariat	Human Resources				

We have also established the Sustainable Growth Cycle (SGC), which combines growth in human resources, value provided, and business, as well as Sustainable Growth Metrics (SGMs) to promote management for sustainable business growth by visualizing progress to achieve change based on periodic and quantitative monitoring.

[Sustainable Growth Cycle (SGC)]



The SGM for growth in human resources includes important items for driving growth, such as the fill ratio of key personnel required by each category of business promotion, diversity indicators, status of resource shift, and engagement scores. A monitoring cycle is set up to account for the level of change in each item, and the results are reported to the Human Resource Strategy Committee and others for discussion of issues and solutions.

Risk Management

We have established the Risk Management Rules to achieve sustainable corporate growth by anticipating and preventing the occurrence of potential risks that exist in and around our business and by minimizing any loss in the event they materialize. Risk management is conducted by the Business Risk Management Committee, chaired by the senior executive president, and we consider human risk as a Companywide concern. With regard to human resources, we assume the following as major risk items and examine the scenarios and the scope of impact while also establishing monitoring methods to conduct periodic risk management.

Geopolitical risk

 Rise in political, social, and military tensions in certain geographic locations makes it difficult to ensure the employee safety

Resilience-related risk associated with natural disasters

 Natural disasters such as typhoons, floods, earthquakes, and volcanic eruptions result in employee casualties

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Pandemic risk

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 Outbreak of an infectious disease pandemic results in employees becoming infected

Risk related to response to human rights issues

- Incidents of harassment and inappropriate corporate response
- Deterioration of the workplace environment and reputational risk caused by discriminatory comments or behavior based on gender. disabilities, or being insensitive to issues of religion and race

Risk related to corporate governance

• Insufficient control over Group companies and lack of coordination

Risk related to human resources (recruitment, training, and workstyles)

- Inability to recruit and train necessary human resources
- Decline in employee motivation leading to resignations
- Increased dissatisfaction related to promotions, transfers, evaluations, and growth opportunities
- Stagnation of personnel assignments, aging workforce, and increase in retirements
- Outdated programs for human resource development
- Occurrence of mental and physical illness among employees

Conduct risk to stakeholders

- Unreasonable treatment or refusal to hire or promote minority employees due to failure to recognize value of diversity
- Concentration of workload on specific employees and lack of improvement in work efficiency resulting in long working hours and accumulated physical and mental stress as well as a delay in understanding the situation and inappropriate corporate response due to insufficient communication with relevant employees.

We will ensure employee safety and security, boost motivation, and encourage personal growth by steadily addressing these risks, led by risk managers.

Strategy

To achieve our business vision, we are striving in various ways to fulfill the intrinsic motivation we all possess naturally and to help each employee achieve self-fulfillment and personal growth by maximizing their abilities.

Achieve Business Vision



Desire for self-fulfillment (to become the ideal self)

Dignity and need for approval (to be recognized by others)

Social needs (wanting to belong to society)

Desire for safety (to ensure safety)

Physiological needs (to sustain life)



NTT Communications Corporation Sustainability Report 2024

Confidence in Management

084

Increased employee engagement and personal growth

State in which employees' personal growth and selffulfillment are aligned with the Company's vision and purpose



Career autonomy

Growth opportunities

Well-being and diversity

A state in which everyone is working with vigor and a sense of fulfillment



Hybrid workstyle

Team collaboration

Health and CSV management



Health management



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Confidence in Management

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We intend to achieve a state in which employees have confidence in management by transparently and honestly disclosing information, providing opportunities for employee dialogue and continuously investing in human resources.

Increased Employee Engagement and Personal Growth

We want to develop a state in which employee selffulfillment and personal growth are aligned with the Company's vision and purpose.

Career Autonomy

Based on our vision of supporting lifelong career development for self-fulfillment, we will establish an environment and structures that enable employees to independently learn and grow toward achieving career autonomy. In addition, the Career Design Office was established in 2020 to support employees as an organization specializing in career consulting, and the Motivating and Stance Theory, which summarizes the wisdom and expertise accumulated in the Career Design Office, is available to all managers for improving supervisor career support and interviewing skills. As a mechanism for enabling employees to envision their career pathway, we introduced BoostPark, a career autonomy support system that facilitates the use of job-related data such as open posts listed in the JobBoard talent management system, information on learning opportunities such as training sessions, and personnel information as reference materials for career development.

By encouraging employees to think, decide, and act on their own, we hope to improve job satisfaction, link value creation and enhanced productivity to business growth, and increase engagement through a cycle of growth for both employees and the business.

Growth Opportunities

As a leading DX company, we support autonomous upskilling for the sake of having all employees select and participate in in-house learning and educational content in the areas of data utilization, business/design, and engineering so that they can acquire new knowledge and skills that will contribute to DX and be applied to decision-making and work. We are fostering a culture in which individual employees can learn autonomously, openly learn from each other, and improve their personal skills together.

We also provide an online platform with options and information on learning and work and have created an environment in which employees can realize their careers through daily operations, thereby encouraging personal growth with a rich diversity of skills and experience. Options include an internal recruitment system that enables them to apply for positions required by the organization, an internal scouting system in which the organization offers positions to employees who have applied, and a dual work system in which staff can participate in work that is different from their main duties.

Well-being and Diversity

We are striving to create an environment in which everyone works with vigor and a sense of fulfillment.

Employment, Training, and Promotion of Diverse Human Resources

We are developing an environment in which members from various backgrounds respect each other, with the goal of realizing the well-being of each individual and creating new innovations. Specifically, we have continuously implemented measures such as supporting the career development of female managers, assisting employees who are facing major life events, and employing people with disabilities in consideration of their aptitudes so that each employee can maximize their abilities.

Hybrid Workstyle

We are working to build a strong team by developing a working environment that enables employees to choose a highly flexible workstyle and workplace that combines face-to-face and remote operations according to the characteristics of their responsibilities and by increasing activities that generate more collaborative opportunities that also emphasize face-to-face communication. In July 2022, we introduced a system that allows employees to choose not only where to work but also where to live, allowing them to choose a workstyle that does not involve only relocation or moving to a new location exclusively (approximately 337 employees were using this system by the end of July 2024). We will further promote "work-inlife" (work as an important part of life) by creating a flexible environment in which each employee can freely design their own workstyle.

Team Collaboration

In addition to widely establishing and improving the quality of one-on-one meetings as a means of interactive communication for supporting members' growth, and

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cultivating a culture of mutual praise and recognition, we have also launched an organizational development initiative to promote collaboration and co-creation based on dialogue. We intend to create a workplace in which diverse personalities are respected and recognized and employees can learn from experience through repeated trials to create new value. This is premised on ensuring a sense of security for employees by creating an environment where they can freely communicate and collaborate across organizations and teams.

Health and CSV Management

Health Management

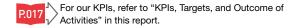
We promote health management for maintaining and promoting the physical and mental health of employees and their families, as the most fundamental initiative of our business operations. In addition to the thorough implementation of occupational safety and health management, we promote employee health through measures for maintaining physical health, such as walking events, programs for healthy sleep, and specific health guidance, as well as mental health support, including fixed-point checks based on monthly pulse surveys and training on self-care and line care for young employees, transferees, and managers.

CSV Management

We promote eco-friendly initiatives through activities such as having all employees understand how much carbon dioxide is emitted in their daily lives, and we are working to reduce these emissions through eco-action, as well as by preserving Satoyama. We also provide our employees with a wide range of opportunities for participating in social contribution activities such as pro bono activities in which they volunteer the skills and techniques developed through their work, as well as various fundraising activities to create a corporate culture in which our employees can be proud of these activities.

Indicators and Targets

In accordance with our Sustainability Policy, we implement human resource management by establishing priority activities and related KPIs for each of our priority activities in the Priority Area of "human resources": development of human resources; promotion of diversity, equity, and inclusion; and respect for human rights.



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Priority Activities

Development of Human Resources

Our Approach

Our basic policy is to promote human resource development from the perspective of achieving growth for both employees (individuals) and the business, thereby creating a virtuous cycle of mutual growth. In particular, we are reinforcing our efforts to help employees achieve self-driven growth by establishing an autonomous learning environment so we can survive as a company amid intensifying competition driven by the increasing acceleration of DX.

We are also promoting measures that emphasize the development of personnel capable of driving DX and enhancement of expertise, such as the ODYSSEY human resource development program, to maintain sustainable, mutually beneficial relationships with employees. Based on the Three Concepts, ODYSSEY provides options and information that enable individuals to find their path to self-fulfillment. The Three Concepts are "Talent," "Open," and "Active," which signify introducing talent as a common indicator, fostering an open corporate culture, and establishing an environment where employees can make their own choices and take action. These measures are creating a mechanism for directly linking personal and corporate growth.

[Approach to Human Resource Development]

Expected Benefits

from the Employee

Perspective

Life-long autonomous

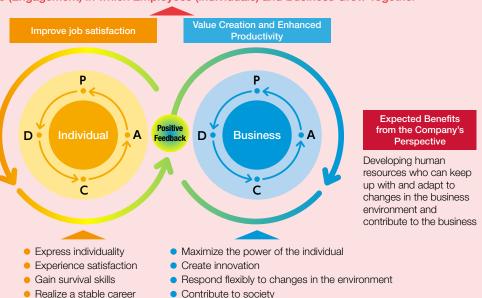
and maintenance and

improvement of each

employee's employability

career development

Virtuous Cycle (Engagement) in which Employees (Individuals) and Business Grow Together



	Three Concepts
1Talent	By visualizing the skills of employees and the image of human resources needed in each business field through common indicators (talent profiles and skills), employees can set clear goals for improving their skills, and the Company can efficiently take action with limited resources.
2 Open	By disclosing the skills and past experiences of other individuals, employees can discover role models and peers, while a culture of mutual learning is fostered by showing and visualizing the learning process.
3 Active	By providing information and options for finding a path to self-fulfillment through policies and systems, employees are encouraged to grow on their own through self-reflection while gaining opportunities to take on challenges and achieve growth based on their results.

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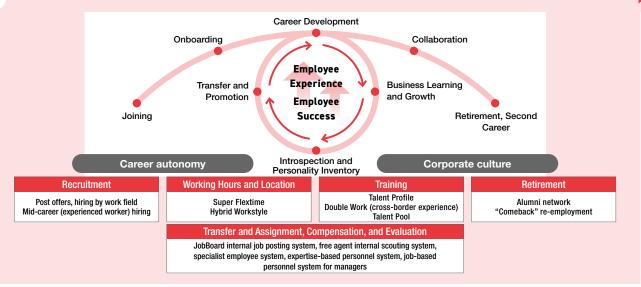
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In this era of change and diversity, we continue to promote efforts to offer more choices for each employee journey as part of our HRM* Policy focused on the power of the individual. We are providing more opportunities for envisioning career pathways to foster an independent mindset that enables employees to think and act for themselves and encouraging them to take the initiative of choosing a workstyle that matches their personal lifestyle and career plan. We must create an environment in which employees can always take on new challenges instead of simply focusing on their current position or job, and foster an organizational culture that encourages these efforts. We believe this will improve job satisfaction while also leading to business growth by creating value and enhancing productivity, making it possible to enhance engagement in a virtuous cycle of employee (individual) growth and business growth.

The power of human resources can change the future precisely because we are living in the digital age. Through employee-centered HRM, we will create a cycle in which employees and the business grow together toward a state in which employee work values, personal growth, and self-fulfillment are in harmony with the Company's philosophy and purpose.

*Human resource management

[HRM Initiatives Focused on the Individual]



Main Achievements in Fiscal 2023 and Goals for the Coming Years

As we believe that the Group's sustainable growth depends on providing workplaces that increase every employee's motivation, we support self-driven career development over the lifetime of each of them and for maintaining and improving employability. In fiscal 2023, we introduced the BoostPark system for supporting career autonomy and held a Career Fest to promote autonomous career development. In addition, we expanded our dual work policy to provide more opportunities for learning about the diverse jobs available within the DOCOMO Group. We will continue to develop ways for fostering a career autonomy mindset in fiscal 2024.

Meanwhile, since fiscal 2023, we have been visualizing human resource information in terms of talent profiles and skill levels that define who would be able to execute our business strategies. With the visualized information, we determined areas with particularly large human resource gaps and set numerical targets. As we have also been formulating a human resource development plan to strategically fill such gaps through training for a skill shift, from a medium- to long-term perspective, we particularly focused on strengthening measures for developing human resources with areas of expertise for Center of Excellence (CoE) organizations as one of the initiatives under the plan. We intend to further refine our data to build a human resource portfolio for strategically determining our human resource requirements in accordance with business conditions.



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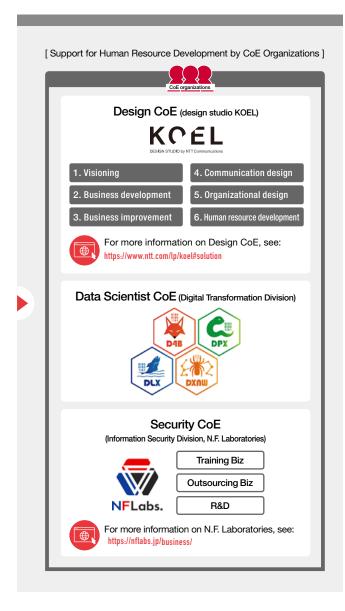
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Risks and Opportunities

In identifying the risks involved in human resource development, there are concerns that a decline in employee vitality or an exodus of human resources could occur if every individual from a diverse human resource pool is not afforded the support for playing an active role through sufficient training, motivation maintenance, growth opportunities, personnel assignments, and evaluation. Obsolete human resource development programs in particular can easily lead to delays in training to gain key skills for the future or a decline in motivation. This could increase dissatisfaction with the company and hinder the medium- to long-term fulfillment of human resource needs.

In terms of opportunities, employee motivation can be expected to rise by formulating human resource development plans for strategically filling gaps and annually reviewing programs to provide the required updating. Furthermore, measures such as the adoption of programs that encourage active participation are expected to boost growth opportunities and minimize dissatisfaction with personnel assignments.

Systems for Human Resource Development and Evaluation

Education and Training Systems

We provide a range of training programs designed to support employee skill development and encourage appropriate career path choices.

The new training program covers not only NTT Communications Group strategies and systems but also business conduct and attitudes. This helps to deepen employee understanding of the value and importance of always seeing and acting from the customer's perspective. To form the foundation for improving the basic skills of our employees and for autonomy in their careers, we also have learning management systems and provide practical training through experience-based learning cycles that improve self-management.

In addition, all employees gain hands-on experience in accordance with the career development plans (CDP) they formulated and choose suitable training courses in consultation with their supervisors. Our rank-based training programs reinforce the acquisition of skills required by each rank, including training for younger, entry-level employees, milestone training for middle-level employees at the age of 30, and training for higher-level employees such as executives and section managers. We also provide general Off-JT training for employees, including public lectures offering around 1,300 training courses on varied topics and training organized by CoE organizations as well as technical advisors. In addition, we offer distance learning courses to promote self-driven



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skill development and support for acquiring qualifications. We are creating a system that will enable employees to become aware of and improve their employability by applying a PDCA cycle in their daily work, as well as by disclosing their skills and collaborating with each other through mutual learning.

We are training supervisors who manage these employees by providing training for new and existing section managers and reinforcing career support capabilities to address increasingly complex employee consultations. From a business perspective, there is a need to reinforce our software development capabilities and firmly establish modern product development methods in order to work with customers to create new value that will bring about change in society. To address these areas, we invited three external technical advisors with considerable knowledge and abundant experience to provide wide-ranging support, from regular study groups to assistance for individual projects and support for organizational reform, thereby offering an opportunity for employees to receive valuable, useful input.

Since fiscal 2022, we have been promoting the DX Talent 100 initiative so that all employees could add new knowledge and skills that contribute to DX (customers, society, industry DX, service development DX, and internal operation DX) and apply them to their decision-making and business operations. We have been fostering a culture in which all employees, including executives, are learning autonomously, and employees are openly engaged in mutual learning and enhancement. In fiscal 2023, we expanded the range of training options to help employees achieve career autonomy by offering a lineup of high-level content for improving customer experience (CX). As a result, we

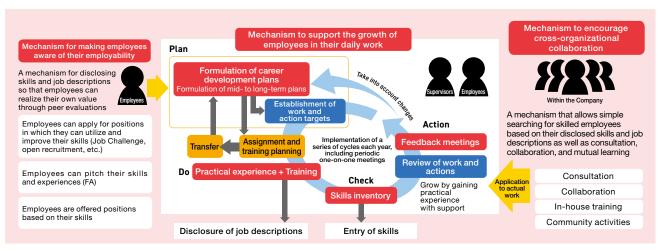
were able to complete the DX Talent 100 initiative by the end of fiscal 2023.

We want employees to be chosen by society based on their own value, and not their company affiliation, so that they become individuals with unique personalities who can make their mark both within the Company and in the world. After reaching the milestone set in fiscal 2022 of certifying all employees as DX human resources, with half of them certified as core DX personnel, we will continue to invest in human resources to take the next step of training them toward their being able to demonstrate their capabilities in priority areas such as Al and data utilization.

In fiscal 2023, the average training cost was 217,000 yen for an average of 14 hours per employee. To cope with the disruptive change associated with remote workstyles, we believe it is necessary to emphasize

employee-driven learning and career development that is more autonomous. To that end, in addition to providing employee training required for carrying out jobs and developing careers, we will enhance courses that are highly needed by each organization.

[Double Awards for the Motivating Stance Theory]



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[Job-based Training System]

		Rank-based training		Training (Off-JT)										
Managana	Francis Orașilo	Executive training												
Managers	Expert Grade	Training for new and current section managers		Public lectures		Training organized by CoE organizations	Training by technical advisors	Distance learning Support for acquiring qualifications						
Loadore	chin loval		Competency Training	Specialized skill	Training for enterprise	E.g.: Training for	E.g.: Product	Support for language courses						
	Leadership level Middle level	Milestone training at age 30	E.g.: Critical thinking training	training E.g.: Al literacy training	business skills E.g.: Training on formulating REP and	strengthening data analytics	management training	Micro Learning						
Entry	y level	Training for new and younger employees									key points			Support for book-based learning (learning share)
Pur	pose	Providing input of skills required by each rank (common skills)	Boosting competence	Enhancing skills required in specialized areas	Enhancing domain skills required in corporate business	Developing human resource in areas offering opportunities for enhancement	Agile product management	Providing various supportive measures from multiple perspectives to promote autonomous learning						

Support for Career Design

Every employee must achieve career autonomy to think about their own careers and remain motivated to continue working. To this end, we are implementing a variety of measures, such as career design training, to help employees design their careers. We also provide training for supervisors to enhance their career support skills and offer employees opportunities for career consultation to indirectly support career development.

Looking ahead, we will encourage employees to develop their careers autonomously by adding measures, such as cross-border experience* that allows them to leave their usual workplace and gain fresh perspectives and knowledge through secondments to companies outside the Group, study, do volunteer work, and take part in other activities, in an effort to provide greater opportunities for employees to act autonomously for their careers. We also plan to strengthen measures for raising awareness of business growth, such as enhancing the training menu to improve the skills of employees involved in priority areas.

[Measures to Support Career Development]

	Career Design Training	Support for Care	er Development	Cross-border Experience	Fostering a Care	eer Autonomy Cultu
Veteran	Second career training					Tools and systems used to support careers
employees (including	Milestone training at age 48					
managers)	Training for employees in their 40s and	Training for enhancing career support				
	50s (optional)	skills	Career	Dual work inside the company		
Mid-career employees		consulta	consultation			BoostPark,
cinpioyees						Career Autonomy
Younger employees	Training for employees in their 20s and 30s (optional)					Portal, Motivating Stance Theory
	Training for first- and second-year employees					
Purpose	Providing hints for designing careers according to the requirements of each age group	Building a system for supporting the careers of supervisors and subordinates Building a system for supporting the careers of supervisors and subordinates Creating an environmen facilitates thinking about action and practice		king about caree		

^{*} Refers to activities inside and outside the company that differ from the current job, such as dual work, secondment, study, and volunteer work.

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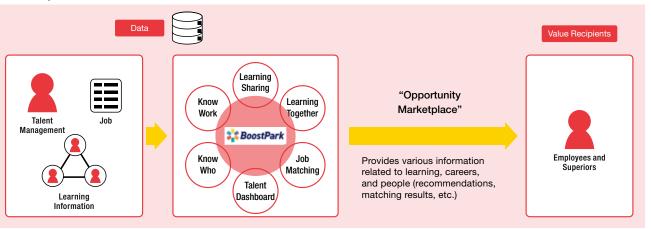
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System for Supporting Career Autonomy

NTT Communications has introduced BoostPark, a system for supporting career autonomy, to provide more opportunities for envisioning career paths. BoostPark enables employees to access information on the talent management system, the JobBoard for open posts, and details about learning opportunities, such as scheduled training sessions, as data sources. We intend to expand the use of BoostPark as an Opportunity Marketplace, where employees can learn about each other and their respective jobs, engage in mutual learning and sharing, and encounter a variety of opportunities. After entering their career aspirations into BoostPark and setting goals, employees receive recommendations on opportunities for learning and work within the company, which facilitates their career development.

[BoostPark]



Career Fest

In fiscal 2023, we organized the "Hello! Career Fest for Everyone," an in-house event designed to provide opportunities for career seminars and mutual information exchange. We provided more than 3,000 employees with opportunities to raise their interest in various careers.

Enhancement of Career Interview Skills

We established the Career Design Office in 2020, which has interviewed over 5,000 employees from NTT Communications and all Group companies to date in its responsibility to support career autonomy. Achieving career autonomy, however, depends upon recognizing the urgency to improve career interview skills for dedicated career support staff as well as supervisors who deal with their subordinates on a daily basis. The Motivating Stance Theory is a handbook that compiles the wisdom and expertise accumulated by NTT Communications' Career Design Office for improving the career interviewing skills of supervisors. It includes a 500-page manual, 10 sets of video teaching materials, and a Q&A section with 700 questions. We made the theory available to all managers and are also holding individual study sessions for each organization to improve the career interview skills of managers.

Apart from these measures, skilled career consultants from the Career Design Office periodically provide career training and conduct interviews for company athletes to enhance their expertise and market value as businesspersons to promote career autonomy. We are developing a program for strengthening the career autonomy of athlete-employees as a way for introducing this initiative to companies with sports teams. We also have a program for supporting the second careers of managers by matching them with NTT Group companies and affiliates hoping to hire managers from the NTT Communications Group who possess specific skills and experience.

In fiscal 2024, we will further enhance the opportunities and environments we provide for employees to think autonomously about their future careers while

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strengthening support for employee growth, including helping supervisors develop their career support capabilities.

[Double Awards for the Motivating Stance Theory]

We received two awards for our Motivating Stance Theory handbook, the HR Award and the Good Career Company Award. This is the first time that a company has received both awards in the same fiscal year.

HR Award

The HR Awards are presented to initiatives that promote the growth of people and organizations based on voting by 240,000 HR professionals nationwide. In fiscal 2022, 13 companies out of 388 entries received awards. NTT Communications received the Excellence Award in the planning and human resources category.







HR Award Recipient Interview https://iiniibu.ip/article/detl/tonari/3031/(in Japanese only)

Good Career Company Award

The Good Career Company Awards are presented by the Ministry of Health, Labor and Welfare to companies that are committed to the autonomous career development of their employees. In fiscal 2022, 16 companies received awards out of 89 entries, with NTT Communications winning the Innovation Award.



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Good Career Company Award 2022 Recipients https://www.mhlw.go.jp/stf/newpage 30058.html (in Japanese only)

Global Human Resource Development Program

As markets and user needs become increasingly diverse and complex due to rapid changes in social structures and technological trends, NTT Communications is also committed to developing global human resources who can demonstrate leadership and show results in a highly diverse environment, based on communication skills and specialized skills that meet international standards. Under the Global Challenging Program (GCP), an entrylevel measure for global human resource development, we sought applications and dispatched 14 employees to our overseas offices in fiscal 2023. We plan to more than double the number of employees we dispatch overseas in fiscal 2024 to further grow our global business.

Employees Dispatched to One Young World, a Global Platform for Fostering the Next **Generation of Leaders**

One Young World (OYW) is one of the world's largest global platforms for developing the next generation of leaders and encouraging global exchanges. The annual OYW Summit brings together more than two thousand young people from over 190 countries to discuss actions for addressing social issues facing the world. The NTT Communications Group dispatched four employees to the 2023 Belfast Summit to apply the learnings and awareness gained through the summit to address social issues, develop global human resources, and create businesses, and it plans to do so again in fiscal 2024.



Taking One Step Forward to Change the World! - What NTT Communications' Young Employees Learned at One Young World, One of the World's Largest Global Summits

https://www.ntt.com/shines/posts/b-t 20240208.html (in Japanese only)

Internal Job Posting System

We have implemented an internal job posting system to expand the possibility of transfers from the employee's standpoint and to provide personnel with a wide range of challenging opportunities. The system is extensively used by employees of all ages, with job postings from within the NTT Communications Group and NTT Group. In parallel with the internal job posting systems of the NTT Group as a whole, we developed JobBoard and FreeAgent within the NTT Communications Group, which are unique recruitment systems based on the employees' standpoint.

JobBoard is an internal system that allows for employees to voluntarily apply for positions required by the organization (employee-oriented approach), while FreeAgent is an internal scouting system through which employees who apply to the program are offered positions by the organization (organization-oriented approach). We are developing measures based on this two-way approach to offer more employees opportunities to move into the positions of their choice.

In fiscal 2022, approximately 90 employees were assigned to departments of their choice within the NTT Communications Group and NTT Group. We will continue to use the internal job posting system actively in order to facilitate career advancement and revitalize the organization while also creating job postings in specific focus areas associated with achieving our business vision.

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Focus Areas for Human Resource Development

- Business for small and medium-sized enterprises
- Global business
- · Security-related services
- · Upper layer services
- New areas including design, data science, and business creation
- Human resources capable of bolstering Group companies toward the maximization of total Group power

Personnel Evaluation

In April 2023, the NTT Group introduced new promotion and compensation systems based on expertise for developing mechanisms that enable each employee to acquire and demonstrate ever higher levels of expertise and skills and to create high added value while allowing diverse personnel to autonomously build diverse careers in various fields.

In the environment surrounding the NTT Communications Group, the accelerating pace of digitization and rapid technological innovation have made it possible to create and provide new value across a broad range of business fields, while at the same time market competition is intensifying across industries and other boundaries. Under these circumstances, the NTT Communications Group is striving to become a leading company that supports DX in society and industry through advanced mobile-first and cloud-first solutions. Achieving sustainable growth and development, however, requires creating new value by advancing business transformation and expanding into new business domains. To that end, we have revised the systems in which evaluations, salaries, and personnel transfers are determined based

on expertise, rather than on years of service, age, or years in the position, so that employees can realize their career visions while maintaining their motivation to acquire higher levels of expertise.

Specifically, we established grade standards to clarify the required level of expertise and behavior for each of the 18 newly created specialized fields and established a system in which employees are promoted and paid according to the degree to which they acquire and demonstrate expertise. In addition, we will strengthen support for autonomous career development by shifting to personnel assignments that enable employees to improve their expertise and by enhancing training.

Through these efforts, we will realize a system that allows diverse employees to autonomously build and grow diverse careers while realizing different workstyles, thereby improving EX (Employee Experience) and creating new added value for our customers.

[Employee Data]

		FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees*1	Non-consolidated	5,523	5,533	6,760	8,723	9,065
	Male	4,590	4,552	5,550	6,974	7,147
	Female	933	981	1,210	1,749	1,918
	Consolidated	11,494	11,602	11,846*2	16,851*2	17,175*²
Percentage of women in mar	agerial positions*3	6.7	7.2	8.3	9.5	10.5*4
Turnover rate*5		3.6	2.4	2.6	2.6	2.2
New employees (foreign nation	New employees (foreign nationals)*6		203(5)	257(8)	221(9)	229(3)
	Male	137(4)	137(2)	176(4)	149(4)	147(2)
	Female	66(3)	66(3)	81(4)	72(5)	82(1)
	Percentage of women	32.5	32.5	31.5	34.1	35.8
Number of experienced person	onnel hires	50	76	79	103	217
Percentage of experienced p	ersonnel hires among new hires	19.8	27.2	23.5	31.0	48.7
Ratio of employees with	Non-consolidated	2.39	2.41	2.38	4.54	4.90
disabilities* ⁷	Non-consolidated and domestic Group companies*8	2.27	2.23	2.34	2.66	2.75

^{*1} As of March 31 for each fiscal year

^{*2} NTT Communications and 19 Group companies and affiliates

^{*3} As of March 31 for each fiscal year, scope: NTT Communications Corporation, including seconded employees

^{*4} As of April 1, 2024. Scope: NTT Communications Corporation, including seconded employees

^{*5} As of March 31 for each fiscal year, scope: NTT Communications Corporation, excluding seconded employees

^{*6} As of April 1 for each fiscal year, scope: NTT Communications Corporation

^{*7} As of June 1 of the following year for each fiscal year

^{*8} NTT Communications Corporation and 9 domestic Group companies

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Maintaining and Improving Motivation

Ongoing Employee Satisfaction Surveys

We have been conducting employee satisfaction surveys since fiscal 2011 and addressing issues identified in the results to improve employee job satisfaction and productivity. In fiscal 2021, we revised the process as an Employee Engagement Survey to compare results on common questions asked by the NTT Group and against average national and international results.

As we work toward attaining an average positive response rate of 65% for the four employee engagement questions, which we call the Engagement 4KPIs, we began using them in fiscal 2023 as indicators of executive compensation and also started incorporating them into plans specific to each organization to encourage improvements. For fiscal 2023, the Engagement 4KPIs were 61%.

The results of the third survey, held in fiscal 2023, showed a slight decrease in the positive response rate; down 2 points from the previous year at 59% for the NTT Communications Group, and down 1 point at 62% for NTT Communications Corporation.

Compared to the previous year, the fiscal 2023 survey showed improvements in the items, "Self as We (team effort)," "compensation and benefits," and "responsibility for corporate performance," while the items "survey follow-up," "communication," "resources," and "inclusion" showed declines.

In particular, the positivity rate was low in items such as "corporate culture and climate," "strategy

penetration," and "career," despite the high correlation with engagement, indicating that there is still room for improvement.

[Outline of Survey]

Period conducted: November to December 2023

Survey targets: NTT Communications Group employees, contract workers, etc., in Japan

Number of respondents: 19,679 (response rate: 88.0%)

[Scope of Calculations for Engagement 4KPIs for Fiscal 2023]

Companies: NTT Communications Corporation, NTT Com Engineering Corporation, NTT Com CHEO Corporation, DOCOMO Business Solutions, Inc., and others

Survey targets: Employees and contract workers at the above companies

[NTT Group's Four KPIs]

Willingness to make voluntary contributions

 I am motivated to contribute more than is required to get the job done at the company

Attachment to and pride in the company

- (2) I am proud to work at this company
- (3) I would recommend our company as a great place to work to those I know

Job satisfaction

(4) I gain a sense of personal accomplishment through my work



Fostering a Culture of Challenge and Creating New Value—New Business Creation Program (docomo STARTUP)

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To expand its future horizons, the DOCOMO Group implements various measures for inviting new ideas from employees and developing them into new businesses and services. As part of this effort, NTT Communications launched the DigiCom contest for new business creation in 2016 to develop future core businesses. In fiscal 2022, DigiCom was integrated with the new business creation programs of other DOCOMO Group companies and was relaunched under a new name, "docomo STARTUP." The new program consists of "COLLEGE," in which participants learn new business skills and mindsets, "CHALLENGE," a contest in which participants submit new business ideas, and "GROWTH," for nurturing ideas with potential for commercialization. We will create businesses based on employee ideas using the lean startup methodology in areas of high uncertainty. As a result of past efforts, several projects have progressed to demonstration experiments with local governments and partner companies, and some projects have been launched as a service for customers.

docomo STARTUP is an initiative in which employees go beyond the boundaries of their normal duties and create new businesses based on their own ideas. As the scope of participation was expanded to include the entire DOCOMO Group, cross-Company teams were formed, resulting in the creation of a wide variety of ideas. By taking the initiative to create new businesses, we are fostering a culture of challenge and opening up opportunities for discovering and developing human

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resources. We will continue to deliver new value through the creation of new businesses that change society.

[docomo STARTUP]



Other Initiatives

Family Day

In August 2023, we held Family Day as a way to improve employee engagement. A total of 330 employees and their families participated in this first large-scale event for NTT Communications. Taking advantage of docomo business's distinctive services and technologies, many employees worked together to prepare the exhibits and simulated experiences, which were enjoyed by families at the event.

At the same time, each organization held an event to welcome family members to visit their workplaces. Family Day was an opportunity for employees, as both visitors and hosts, to discover and deepen their understanding of various aspects of their colleagues outside of work.

Waku Waku Project

Following the reorganization within the DOCOMO Group, the Business Solution Division has seized the integration of people and organizations as an opportunity to enhance employee engagement and has been implementing the Waku Waku Project to create an exciting workplace for everyone through mutual understanding and exchange of organizational cultures and work content, as well as to communicate appealing aspects of the workplace.

In particular, we plan and implement various events designed to encourage connections and interactions. For example, we hold events in which participants barter with each other while sharing food and drinks, and organize tours and exchange events at the OPEN HUB Park, Urayasu D Park, and other company-related facilities.

We are also producing content to convey job satisfaction and workplace appeal both inside and outside the company, such as videos that closely follow young employees, and employee dialogues. Employees who have participated and experienced these activities have said it was good to see new interactions emerge across organizations and that they will try to use this experience in their daily activities.

Labor-Management Relations

We value active dialogue based upon independent and responsible labor-management relations. Any issues related to employment, working conditions, or other operational management matters are vigorously discussed toward reaching mutual understanding before taking any action toward remediation.

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Priority Activities

Promotion of Diversity, Equity, and Inclusion

Our Approach

Policy, NTT Communications is committed to creating workplaces and implementing hiring activities that allow personnel with diverse backgrounds to work to the best of their ability, regardless of gender, sexual orientation or sexual identity, age, race, nationality, or disability. To stimulate new innovation and respond to

Under our Promotion of Diversity Fundamental

Promotion of Diversity, Equity and Inclusion

diversifying customer needs, as well as to help employees realize their well-being, we are creating a working environment that encourages employees with different personalities and backgrounds to work together with mutual respect and maximize their strengths in their own way. With the firm belief that promoting diversity

is essential for the sustainable development of our business, we are promoting diversity, equity, and inclusion through our medium-term vision, which upholds goals such as creating working environments that make it easier for employees to design their life plans; fostering a corporate culture that encourages both men and women to take childcare leave; developing systems that enable employees to work with vigor, regardless of where they work, while boosting motivation and vitality; and thoroughly implementing occupational safety and health as well as employee health management.

Promotion of Diversity Fundamental Policy

- Foster a corporate culture that leverages employee diversity to achieve targets stated in management strategies.
- Create an environment that enables employees to maximize their own individuality by mutually recognizing diverse values and leading the way in realizing employee well-being and addressing social issues.

To create more satisfying workplaces and help employees improve their "work-in-life" (work as an important part of life), our Work-Life Committee, comprised of management and employee representatives, serves as the core organization continually striving to implement a range of measures for realizing workstyles that are more efficient and productive while also ensuring that duties are carried out in an effective and thorough manner. In October 2020, we abolished core hours (10:00 A.M. to 3:00 P.M.) under the flextime system to ease working hour restrictions. In addition, we

[Diversity and Inclusion Initiatives] Strengthening the development of global and DX human resources and promoting workstyle reform Support for diverse career development (Career Design Office established) Promoting the active roles of veteran employees (career design training, interviews) Fostering understanding and improving the environment for LGBTQ people Promoting employment and active roles of people with disabilities Support for balancing work and personal life, including childcare, nursing care duties, and fertility treatment Conducting training to promote the participation and advancement of women (leadership and career development) and creating opportunities for diverse, self-directed career development, Promoting workstyle reform, working from home, and diverse workstyles System reform and promotion of male employees taking childcare leave Sharing information, conducting training, and community building to support returning to work Phase 1 Phase 3 D&I foundation building Strengthening of initiatives Further addressing diversity Realization of employee well-being 2008 2011 2013 2020 2022

Priority Initiatives Going Forward

- Encouraging male employees to take childcare
- Increasing support for balancing work with family life (childcare, fertility treatment, nursing care illness)
- Appointing women to managerial positions by taking advantage of diversity, promoting the active roles of women
- Exploring workstyles that allow employees to choose where to work

Principal External Evaluations















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revised our remote work system in July 2022 to allow employees to live anywhere in Japan. In principle, transfers and assignments away from family have been eliminated, giving employees greater freedom in terms of where they live.

Looking ahead, we will promote the highly flexible, hybrid workstyle, in which employees autonomously combine face-to-face and remote communication according to the nature of their work and needs of the team.

[Review of Remote Work System]

	Past	July 2022
Definition	Work is basically performed at the business site	Work is basically performed through remote work
Work location	Business site	Home
Procedures for implementing remote work	Required an application by the employee and approval by a supervisor	Does not require application* by the employee * Application and approval are required when working in a location other than home

Main Achievements in Fiscal 2023 and Goals for the Coming Years

In fiscal 2023, we further promoted the Hybrid Workstyle, which is not restricted by the place or time of work, to establish an environment in which diverse personnel can demonstrate their unique talents. We also provided opportunities and fostered a corporate culture to develop diverse managers who succeed in their careers by balancing life and work. As a result of these efforts, the ratio of female managers rose to 10.5% in fiscal 2023, and we achieved our 100% target for the percentage of men taking childcare leave. Going forward, we will promote a variety of efforts, including initiatives and individual follow-ups, to achieve the targets for the percentage of newly appointed female managers as a key indicator of the NTT Group Global Sustainability Charter, and the percentage of men taking maternity leave, a social concern.

We are also working on reducing employee's working hours. In fiscal 2023, the total number of working hours per employee was 1,956, compared to 1,948 in fiscal 2022. Since the number remains high, we will re-examine the ideal workstyles and find ways to bring this number down. Since the total number of working hours per employee remains high, we will re-examine the ideal workstyles and find ways to continue to bring this number down.

In addition, we have focused on reducing the

number of workplace accidents as a key measure in pursuing thorough implementation of occupational safety and health management. We endeavored to raise awareness of workplace accidents and promoted preventive measures, resulting in one incident. Combined with a health checkup rate of 99.9%, we have more or less met our goal for this year. Going forward, we will continue our efforts to maintain and improve employee health across all our workplaces.

[Total Number of Working Hours]

	FY2019	FY2020	FY2021	FY2022	FY2023
Total number of working hours	1,885	1,980	1,956	1,948	1,956

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Employment, Training, and Promotion of Diverse Human Resources

Promotion of Diversity, Equity and Inclusion

Promoting Women's Participation and Advancement

In line with the NTT Group's declaration to double the number of female managers in its organization, the NTT Communications Group supports employees at various stages of their career development to increase opportunities for engaging diverse human resources. In 2016, we received the highest order of certification for Eruboshi from the Minister of Health, Labour and Welfare based on the Act of Promotion of Women's Participation and Advancement in the Workplace*. Since then, we have continued to provide support for career development that leads to more women in managerial positions and measures for employees facing major life events, in accordance with their needs. We have formulated an action plan through fiscal 2025, based on the Act of Promotion of Women's Participation and Advancement in the Workplace, and achieved a female manager ratio of 10.5% in fiscal 2023 (female executive ratio: 12.9%). Such progress can be attributed to the fact that many employees, regardless of gender, have begun to pursue autonomous career development as we presented images of diverse managers and their workstyles, implemented leadership training, and offered opportunities for employees to take on new career challenges of their own choice.

To help employees visualize their career options as managers at an early stage, we present role models in our internal newsletters and on the diversity website and conduct interviews and hearings of pre-leadership level employees by in-house career consultants. Through these measures, we hope to change the mentality of our employees and foster their mindsets. We will continue to promote women's careers toward our goal of raising the ratio of female managers to 15% by 2025.

* In light of the rapidly decreasing population and anticipated labor shortages, this act was established to promote women's participation in the workplace. It is intended to create an environment in which women can choose how they work, demonstrate their abilities, and succeed in their professional lives. From April 1, 2022, companies with over 100 employees are obligated to draw up action plans to encourage the active participation of female employees.



Scope: Employees of NTT Communications Corporation including seconded

Comeback Re-Employment

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We are actively engaged in "Comeback" hiring, through which people who have left NTT Communications and gained experience in various businesses and industries return to the Company.

Comeback re-employment allows us to hire employees who have a deep understanding of our business and also bring a perspective from outside our group, and we expect it will expand the scope of our business.

Employing Persons with Disabilities

Under the concept of normalization, when employing persons with disabilities NTT Communications confirms their desires in relation to type of work and working environment so that everyone can make the most of their skills. It also gives due consideration to their suitability in certain roles and when determining their job descriptions.

In an environment characterized by mutual respect for the differences of each individual, regardless of disabilities, employees are positioned and actively contributing in various parts of our organization including sales and engineering. Our employees also make use of highly flexible hybrid workstyles that combine face-to-face and remote communication to demonstrate their individual abilities. As of June 1, 2024, NTT Communications' rate of employees with disabilities is 4.90%, while the rate is 2.59% for the DOCOMO Group as a whole.

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Alternative Career Designs

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NTT Communications offers a variety of employment options to meet the career aspirations of its employees, including those who wish to pursue careers in a wide range of fields and those who wish to make use of their specialized skills.

We provide a form of employment for those who wish to gain work experience and improve their expertise in a wide range of business fields and job categories, and it is based on a conventional, Japanese-style lifetime employment. In addition, we have established the Specialist Employee System for those who wish to focus mainly on increasing their expertise in a specific field.

We have also 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. Our employment system is designed to meet the needs of each workstyle, including work arrangements that allow employees to make the most of the skills they have cultivated prior to retirement to achieve the same high level of performance as before, alternative work days, and short working hours.

On top of that, we introduced a system that allows employees to continue to work beyond the age of 65 and up to the age of 70, as long as their work is required by the Company. In addition to supporting the career aspirations of the working-age population, by providing seasoned employees with opportunities to play active roles, we expect the system to enhance their willingness to take on challenges and continue demonstrating high levels of performance. We promote initiatives to develop career designs that keep them motivated regardless of age.

Initiatives for LGBTQ Issues

We are actively raising awareness of LGBTQ and other sexual minorities across our organization and implementing policies to support them.

To create an inclusive working environment based on an accurate understanding of those who identify as LGBTQ, we have included these topics in our standard human rights training curriculum, which targets all full-time and temporary employees. We also took part in the RAINBOW CROSSING TOKYO career development forum, which focuses on diversity including LGBTQ concerns, and organized a get-together for those who have declared themselves as allies across the NTT Group.

While face-to-face interaction among employees is decreasing due to the pandemic, we have been developing an environment in which LGBTQ employees can engage in their work with a sense of security, by distributing a virtual background to allies to show their support publicly during remote meetings. We also set up a helpdesk where employees can discuss their sexual orientation, sexual identity, and other related matters. Furthermore, most of our life-event-related benefits, such as special leave, condolence, and congratulation money, are also applied to same-sex partners.

These efforts have been recognized by the nonprofit organization "work with Pride," which evaluates corporate efforts to foster inclusiveness. Since fiscal 2016, we have continuously been awarded the Gold rating, the highest in its PRIDE Index, and were rated Gold again in fiscal 2023.

[Virtual Background Distributed to Allies]

NTT Communications Corporation Sustainability Report 2024



[PRIDE Index]



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Work-in-Life (Work as an Important Part of Life)

Promotion of Diversity, Equity and Inclusion

To enable employees to balance work with childcare, nursing care, illness, and other life events, NTT Communications promotes flexible and diverse workstyles that are not restricted by time or location, provides information to employees, and conducts career interviews. We also implement measures to increase understanding of supervisors and team members. We will continue to create a work-in-life environment in which employees can work with vigor.

Supporting the Balance between Career and Child-Raising/Nursing Care -Total Support from Before Childbirth to Reinstatement

In 2017, we obtained the Platinum Kurumin certification from the Ministry of Health, Labour and Welfare for formulating and actively promoting the Fifth Action Plan under the Act on Advancement of Measures to Support Raising Next-Generation Children*1. In our seminars for employees who were about to give birth or return to work after childbirth, and employees on childcare leave, we offer a curriculum that incorporates a variety of information, roundtable discussions by experienced participants, and career development programs. These seminars are open to participants regardless of gender or position, including not only mothers but their partners as well, and they have led to fostering a corporate culture that supports balancing life and work.

In line with Japan's revised law on childcare leave and family care leave, in fiscal 2023 we began providing information on our childcare leave program to employees who announce, in principle through interviews, their pregnancy or their partners' pregnancy and confirm their intentions to take childcare leave.

We also encourage male employees to participate in childcare by presenting "Ikupapa Leave" (a pattern of male childcare leave) to establish an environment in which male employees can easily apply for leave with the support of their supervisors. As a result, the percentage of male employees taking leave for childcare reached 116%*2. We have also started creating a supportive community for employees during childcare leave and have established a system that provides total care from before childbirth to after they return to work.

- *1 This act was established to encourage actions to support raising the next generation of children. Its initiatives are not completely led by the government; companies with over 100 employees are obligated to draw up action plans that support employees who are raising young children.
- *2 Denominator: male employee whose partner gave birth during the fiscal year, numerator: male employee with a pre-elementary school child who took childcare leave, etc. (including the Company's unique leave system for childcare) during the

Support for Balancing Work with Medical Treatment and Nursing Care

To balance work with medical treatment, employees must obtain information at an early stage and gain understanding and support in the workplace. To give accurate information, we presented a lecture on women's health issues, such as menopause, premenstrual syndrome, fertility treatment, and breast cancer, to provide correct information, and we presented a panel discussion by experienced participants. The seminar not only provided information to those engaged in or considering such treatments but also deepened understanding

among those in the workplace and ideal forms of support. Assuming that even more employees will be involved in nursing care in the future, we have implemented measures for balancing work and nursing care, provided information, and fostered relationships between relevant employees. We encourage employees to prepare for the possibility of balancing work and nursing care at an early stage in order to prevent them from having to take long-term leaves of absence or leave their jobs altogether due to nursing care. We will continue to provide support by disseminating information on our internal website and offering followups through our consultation service to foster a culture in which everyone can continue to work in their own way.

[Platinum Kurumin Logo]



[Eruboshi Logo]



[Tomonin Logo]



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[Changes in the Number of Employees Who Took Maternity, Childcare, or Nursing-Care Leave in Fiscal 2023]

		FY2019	FY2020	FY2021	FY2022	FY2023
Percentage of male employees taking leave for childcare*1		_	-	67.8	132.8	116* ²
Number of employees taking i	nursing care leave	8	8	5	7	9
	Female	5	4	3	5	5
	Male	3	4	2	2	4
Average number of paid leave	days taken	16.2	14.0	16.4	17.9	16.3
Average paid leave acquisition	n rate	81	70	82	90	82
Number of employees who		2	2	0	3	4
resigned without becoming	Female	2	2	0	3	3
reinstated	Male	0	0	0	0	1

^{*1} Denominator: male employees whose partner gave birth during the fiscal year, numerator: male employees with a pre-elementary school child who took childcare leave, etc. (including the Company's unique leave system for childcare) during the fiscal year.

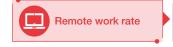
Promotion of Workstyle Reform

In line with our principles of taking the initiative in taking actions, mutual enhancement, and meeting the needs of society, NTT Communications has been organizing and promoting workstyle reform focused on three areas: policies and rules, environment and tools, and awareness and culture.

[Three Key Areas of Reform]



Since the pilot introduction of remote work in 2002, we have promoted reform using ICT and data, as evidenced by the participation of 6,350 employees in Telework Days from 2018 to 2019. As the pandemic started to accelerate in February 2020, we were quick to make the decision to shift to Companywide remote work. From that year to the present, we have maintained a remote work rate of above 70%.



77% (fiscal 2023 average)

^{*2} As of April 1, 2024. Scope: NTT Communications Corporation, including seconded employees

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Through our transition to remote work, we have reaffirmed our goal of offering each and every employee the opportunity to choose a workstyle that allows them to fully demonstrate their capabilities and continued our reform to address issues and situations that have newly emerged amidst the accelerating pace of changes.

Promotion of Diversity, Equity and Inclusion

Policies and Rules

We are working to introduce flexible systems that cater to individual circumstances and operations. These include the abolition of rules limiting eligibility for working from home, which is intended to support balancing work and family needs, and remote working, which allows for a more effective use of time. We also share examples of employees using these and the flextime system.

Through these efforts, we have created an environment in which employees facing a variety of challenges, including childcare and nursing care, can continue to play active roles. As a result, the percentage of employees working shorter hours has declined from 2.4% in fiscal 2019 to 1.7% in fiscal 2020, 1.3% in fiscal 2021, and 1.2% in fiscal 2022, thus remaining consistently low, and fell even lower, to 0.9%, in fiscal 2023, thus significantly raising the number of employees returning to full-time work.

We will continue to support our employees facing the difficulty of balancing childcare and work by helping them to make better use of the systems and reduce commuting time through remote work.

[Percentage of Employees Working Shorter Hours]

(Unit: %)

FY2019	FY2020	FY2021	FY2022	FY2023
2.4	1.7	1.3	1.2	0.9

Environment and Tools

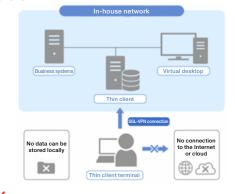
Although we asked all of our employees to work from home during the pandemic as a general rule, there were still certain situations that required them to come to the office, such as to fill out paper applications, sign contracts, and check the mail. This was an issue that needed to be addressed in order to promote a new way of working. To create a new workstyle tailored to hybrid working arrangements, we reviewed our entire business process, including digitization and moving online.

In addition, we replaced the previously introduced thin client PCs*1 with fat terminals that are unaffected by the network environment, rolling out these secured PCs throughout the Company to realize office ICT, which frees people from limitations of time and place and allows anyone to create a workplace anytime, anywhere. We are promoting home delivery and collection for replacements in the event of failure and automatic setup under the Internet environment, minimization of on-premise environments and review of perimeter defense, and zero-trust security systems. In our annual internal IT Environment Satisfaction Survey, 80% of employees expressed positive opinions about Secured PCs. We use daily communication data obtained from the cloud to visualize how the organization works. We have also taken on new challenges, including data and Al utilization such as by providing awareness of the state of the organization and our own workstyles. based on graphs that display engagement scores and communication data. We will continue to explore new workstyles through automation and higher efficiency by capitalizing on DX.

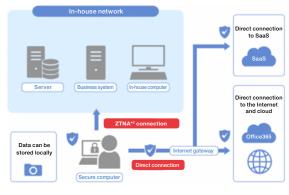
*1 Specialized terminals without storage media that are used in virtual desktop environments

[New Working Environment]

Before Previous Office ICT Environment



After Office ICT Environment with Secure Computers



*2 Zero Trust Network Access: Approach to security based on the zero-trust concept, in which communication is restricted to users with authorized access to the network. 111

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Corporate Culture and Climate

Corporate culture and climate and strategy penetration became priority issues as a result of the fiscal 2023 employee satisfaction survey, and to address these we formed a Groupwide organizational development working group in the fall of 2023 and created an organization based on psychological safety.

The working group operates under the five themes of: Promoting strategies through highly transparent communication and dialogue, Expressing and accepting diverse personalities and different opinions, Understanding and sharing values and standards of conduct, Connecting and cooperating with each other, and Learning from the results of repeated trials without fear of failure. The working group activity has provided opportunities for dialogue between employees and executives, while executives and working group members have issued their declarations of action for organizational development, and the status of subsequent efforts is being actively conveyed.

Under this hybrid working environment, we also conducted one-on-one meetings between supervisors and subordinates to prevent any inconsistencies in information sharing or communication within the team of employees and make sure they were on the same page. At the same time, we supported employee growth and provided physical and mental health care to foster a sense of trust between the Company and employees. Consequently, survey results have shown a high level of trust, with more than 80% of the respondents indicating they strongly trust their managers.

Furthermore, a Companywide "Thanks" tool has been introduced to foster a culture of appreciation and praise with the aim of revitalizing communication among employees, increasing motivation, building trust, and fostering a sense of unity in the organization through the open sharing of gratitude.

Cafeteria Plan

NTT Communications offers various benefits to its employees at different points of their careers, based on their needs and lifestyles. Specifically, we have implemented the Cafeteria Plan system, which allows employees to choose from 18 wide-ranging benefit options that match their respective lifestyles within the limit of points assigned to them in advance. And we provide 23 benefits that can be chosen regardless of points. We offer a wide-ranging lineup that includes a package of general benefits that also apply to employees' families in areas such as healthcare, childcare, and nursing care, as well as an option that enables employees to choose from four major physical fitness clubs and use the facilities for 500 yen (plus tax) per session.

In the last few years, we have been reviewing the options to focus on health maintenance and promotion, and we offer health activity promotion options through the dHealthcare smartphone application, which can be used freely at any time. In fiscal 2024, we added group long-term disability (GLTD) insurance to the Cafeteria menu to alleviate concern over risks such as employees' inability to work due to prolonged medical treatment. Given the increase in telecommuting, we added ear speakers to the list of health equipment that can be acquired with company support, as a measure against health problems such as otitis externa caused by prolonged use of earphones. We plan to offer more options in future so as

to provide a system that overall is even more beneficial to employees.

Encouraging Employees to Take Various Leaves

As part of our work-life balance initiatives, we encourage employees to take their entitled leaves. We strive to establish working environments that support them by raising awareness of entitled leaves and encouraging them to schedule their leaves to coincide with long national holidays. In fiscal 2023, 14.9 paid leave days were used per person, on average.

We are also promoting the use of our Life Plan Leave system, which entitles employees to a certain number of leave days for the purpose of lifecycle-related downtime, nursing of family members, volunteer activities, recurrent training, and childcare.

To meet the needs of diverse workstyles that are becoming ever more apparent from the standpoint of further improving our systems, we have been working since July 2024 to establish a framework for enhancing our support of life events, such as expanding the time zones in the flextime system and creating leave to support infertility treatment. We believe that we can contribute to balancing work in life and to realizing a sustainable society by improving the well-being of our employees and creating an environment where a diverse workforce can flourish.

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[Support for Employee Leave]

	Main Support
Support for maternity and childcare	We support employees expecting or raising children to balance work and family life through the following systems and measures. • Maternity leave (6 weeks before and 8 weeks after the date of birth) • Childcare leave (until the child turns 3) • Shorter working hours for childcare (choose from 4, 5, or 6 hours per day until the child reaches the third grade of elementary school) • Restrictions on overtime and late-night work • Issuance of discount coupons for childcare services
Support for nursing care	We support employees caring for a family member to balance work and family life through the following systems and measures. • Short-term leave system for nursing care • Nursing care leave (up to 1 year and 6 months) • Shorter working hours for nursing care (choose from 4, 5, or 6 hours per day) • Restrictions on overtime and late-night work • Issuance of discount coupons for nursing care services
Support for continued employment	 We have established a system that allows employees forced to resign due to their partner's transfer or to focus on childcare or nursing care to be rehired within 6 years of resignation (3 years for childcare or nursing care reasons) under certain requirements. We have also introduced a continuous employment system that allows those who wish to continue working until the age of 65 (or 70 if necessary) after reaching the mandatory retirement age of 60.
Support for balancing work and family life in case of illness	 Employees are entitled to a certain period of leave when they are injured or become ill. They can also take sick leave after the period of sick leave has elapsed, depending on their condition and based on the approval of their medical doctor (maximum period of sick leave: 3 years).
Support for LGBTQ and other sexual minority employees	Some of the systems related to life events (special leave, congratulatory and condolence payments, etc.) are available to same-sex partners.
Support for fertility treatment	An employee undergoing fertility treatment can take leave once within the span of a year.
Others	We offer leave systems to meet a variety of needs, including volunteer activities and recurrent learning. • Life plan leave (5 days granted for every 5 years of service, which can be set aside as part of annual leave)

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Thorough Occupational Safety and Health Management

Promotion of Diversity, Equity and Inclusion

NTT Communications has a safety and health management system in place at each of its business sites. A health manager, safety manager, and industrial physician are assigned to offices that have 50 or more workers on a regular basis, and a general health and safety supervisor is assigned additionally to offices that have 100 or more workers on a regular basis.

At offices that usually have 50 or more workers, we have set up a Health and Safety Committee. The committee strives to achieve a 100% health checkup implementation rate and implements measures to ensure a healthier workplace environment, prevent occupational accidents, and reduce long working hours. Stress checks are conducted each year in the autumn and in collaboration with the staff in charge at each office (fiscal 2023 response rate: 93.6%).

Also, we are promoting and deploying safety measures aimed at eliminating personal injury accidents so that employees engaged in network facility construction work can perform their duties safely. We hold safety meetings to discuss safety measures on a regular basis, share cautionary points for different situations, and distribute safety video content to improve safety management and safety awareness among construction workers, including those at our suppliers.

[Number of Workplace Accidents (Occupational Accidents)]

	FY2019	FY2020	FY2021	FY2022	FY2023
Occupational accidents	2	1	1	_	1
Commuting accidents	_	_	_	1	4

Health Management

Improving Employee Health

As well as ensuring the safety of our working environments. we are committed to creating places where employees can lead healthy and fulfilling work lives. A number of actions have been implemented to achieve that goal.

As measures for maintaining physical health, we held two walking events for the entire DOCOMO Group in fiscal 2023, one in the spring and the other in the fall. In addition to encouraging employees to walk as a healthy practice, we also held a "do Com-Meet" event to promote face-to-face communication and foster a sense of unity across the organization. In the fall, we also presented awards associated with rugby and Expo 2025 Osaka and held events for participants to enjoy exercising while learning about rugby or the expo, which were attended by 8,056 employees from the NTT Communications Group. In addition, we provided a program that allows those with lifestyle-related diseases to receive the necessary health guidance via a smartphone app, thereby raising employee awareness and improving lifestyle habits. The percentage of employees receiving the health guidance was 19.2% for fiscal 2023, down 1.3% from the previous year. As a result of these efforts, the percentage of employees who exercised at least twice a week increased to 30.7% in fiscal 2023, up 1.4% from the previous year, while attendance and completion rates for health guidance remained among the highest among NTT Group companies in fiscal 2023. We will continue to encourage employees to receive medical guidance and strive to improve attendance and completion rates.

[Health Challenge 2022 featuring the do Com-Walk, Com-Record, and do Com-Fitness Campaigns 1



For staff in their first to third years, we offer one-on-one counseling on an ongoing basis as well as other types of support (553 participants in fiscal 2023). Other measures for further expanding our support include conducting a monthly pulse survey for self-care and line care, setting up consultation desks, both in and outside the organization, and developing counseling programs for employees being sent on overseas assignments.

To promote data-based health and productivity management, NTT Communications measures the presenteeism loss ratio* and other indicators based on the results of the Workstyle Questionnaire conducted across the NTT Group, specifically on employee responses to the guestion on "Presenteeism (the state in which an employee is working with a mental or physical illness)" (survey method: QQ Method, number of questions: 6)

The presenteeism loss ratio for fiscal 2023 was 4.7%, a decrease of 0.4% from fiscal 2022 (the questionnaire, distributed to approximately 170,000 people across the NTT Group with a response rate of 98.5%, included around 20,000 respondents from the NTT Communications Group). We will continue to use the results of the questionnaire to plan while considering ways to improve.

* Calculated as: Decline in performance = 1 - ((quantity of work) + (quality of work)) $\div 2 \times 1 \div 10$

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These efforts resulted in our being recognized in March 2024 as an outstanding enterprise under the Recognition for Excellence in Health and Productivity Management by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi. Furthermore, we received a special award from the holding company and the NTT Health Insurance Union in the NTT Group's health awards, which recognizes Group companies that significantly contribute to employees' health maintenance and improvement toward promoting health and productivity management and stimulating related initiatives.

Promotion of Diversity, Equity and Inclusion

We will continue to implement measures across all Group companies in Japan toward maintaining healthy and comfortable working environments and further strengthening the capability of those providing mental health care at each workplace.

[Health and Productivity Management Health Management Certification Logo]



As for measures undertaken by the NTT Group, the NTT Health Insurance Union offers outpatient checkups for dependent spouses and voluntarily insured persons for the early detection and treatment of illnesses and health management.



For more information on the NTT Health Insurance Union's utpatient checkups, see:

https://www.nttkenpo.jp/member/health/dock.html (in Japanese only)

Measures for Mental Health

We have established several consultation services both in and outside the Company to help employees with various types of mental health issues. Employees seeking advice on mental and physical health can consult with their organization's physician or public health nurse, while those who wish to seek advice on a wide range of matters, including private issues such as childcare and nursing care, can contact the Mental Condition Support Desk, staffed by clinical psychologists and other specialists.

In addition, we conduct group analysis of the results of the annual stress check for each workplace and hold three-way discussions among labor (union), management (Company), and health (health management center) on issues and future measures that can be applied to improve the workplace.

In fiscal 2023, we held a mental keeper training course for 286 employees to further enhance line care in the workplace. We also conducted team management training for 212 supervisors of employees with mental illnesses (NTT Communications: 110; affiliates: 102). Participants learned how to provide support by involving team members in creating a support system and environment. They also learned how to prevent the recurrence of mental and physical illnesses. In addition, we organized self-care seminars for 924 employees who had undergone changes in their working conditions, such as personnel transfers, which are considered to have high potential risk for mental health problems. The seminar included content useful for everyday self-care, and in a post-seminar questionnaire, 94.0% of employees said it was either "very good" or "good."

For employees affected by the Noto Peninsula Earthquake, which occurred in January 2024, we provided psychological care by having a specialized counselor interview them.

Moreover, we conducted a pulse survey every month to ensure that we are not missing any signs of changes in employees even in a remote working environment and to facilitate smooth communication between superiors and subordinates, leading to appropriate line care and other support.

[Types of Consultation Services]

	Work-related concerns, communication issues with superiors, colleagues, etc.	Personal issues, health problems, marriage, childbirth, childcare, education, second career, nursing care, etc.	Human rights and harassment
Line care: Supervisors (senior managers and directors), trainers, and organizational managers	0	0	0
Care by health staff	0	0	_
Mental Condition Support Desk (EAP)	0	0	0
Face-to-face counseling by professional counselors	0	0	0
M3PSP* (AskDoctors option)	_	0	_
Human Rights Office	_	_	0
Harassment Hotline	_	_	0

^{*} A service providing medical information to employees using AskDoctors, one of the largest physician consultation sites in Japan

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Priority Activities

Respect for Human Rights

Our Approach

To enrich corporate culture founded on respect for human rights, NTT Communications has been promoting human rights education by establishing a Basic Policy on Human Rights Education.

Given the broad recognition of the importance of addressing human rights risks that arise across the value chain, companies have recently been subject to growing public demand for establishing human rights protection frameworks that are closely aligned with the nature of each business and addressing diverse human rights risks. There is also the risk that failure or any delays to properly address human rights issues may result in the loss of trust in the Company and its reputation in society, as well as the risk that it may ultimately lose business. In response, NTT Communications has been working to ensure respect for human rights by establishing the Rules for Preventing Harassment under its Basic Policy on Human Rights Education. To raise human rights awareness, we also conduct training for all full-time and temporary employees, disclose case studies, publish messages from top management regarding human rights education, distribute e-mails to employees, and widely disseminate information on internal and external contact points for human rights. NTT Communications also conducts human rights due diligence and other measures to address human rights risks in the value chain. By pursuing these proactive human rights education activities and promoting human rights due diligence initiatives to enhance human rights management, we intend to establish a corporate constitution that does not tolerate any form of discrimination, create bright and vibrant workplaces, and realize a value chain that respects human rights.

Main Achievements in Fiscal 2023 and Goals for the Coming Years

We are proactively promoting human rights awareness activities by increasing the rate of participation in human rights training and conducting human rights due diligence. In fiscal 2023, we were able to raise attendance in human rights training from the previous year to 26,543 (participation rate: 97.2%), up 1.1 points. We will continue our efforts in fiscal 2024 toward the goal of raising participation to 100%. For new employees of NTT Communications, we conducted startup training and other programs to provide opportunities for staff to think for themselves about topics such as preventing all forms of discrimination and harassment, business and human rights, the SDGs, and LGBTQ issues.

In addition to our various training programs, we invite entries on human rights and compliance slogans as an opportunity for each employee to consider the importance of human rights. In fiscal 2023, we received 7,056 entries from 4,319 people, comprising full-time and temporary employees at all Group companies, and their family members.

On the other hand, we were unable to meet our goal of zero cases of human rights violations. Looking ahead, we will continue strengthening our initiatives for raising human rights awareness.

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Placing the utmost importance on human rights, we seek to establish a corporate constitution that does not tolerate any form of discrimination and is intended to establish bright and vibrant workplaces.

Respect for Human Rights

Specifically, we set up the Human Rights Education Promotion Committee, which reports on human rights enlightenment activities and considers measures for promoting human rights education. We have also implemented measures for preventing workplace harassment based on the Rules for Preventing Harassment, established in May 2020 and in accordance with the NTT Communications Group's Basic Policy on Human Rights Education.

[NTT Communications Group Framework for Promoting Human Rights Education]

Human Rights Education Promotion Committee

Human Rights Education Promotion Executive Committee

Human Rights Education Department

Respective Responsibilities in the Promotion Framework Human Rights Education Promotion Committee:

Consists of the chairperson (senior executive vice president), heads of each unit, and presidents of each Group company. Formulates basic policies, action plans, and measures for initiatives pursued by the NTT Communications Group and reports on activities.

Human Rights Education Promotion Executive Committee:

Responsible for executing the actions determined by the Human Rights Education Promotion Committee

Human Rights Education Department:

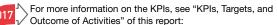
Serves as the secretariat for the Human Rights Education Promotion Committee and Human Rights Education Promotion Executive Committee, responsible for the Groupwide deployment of initiatives. Also submits an agenda and reports on key human rights issues to the Executive Council.

Risk Management

We strive to identify and prevent human rights risks by conducting human rights due diligence throughout the NTT Group. Of the risks identified, those considered particularly important are addressed by formulating and implementing appropriate countermeasures.

Indicators and Targets

The NTT Communications Group has designated the rate of participation in human rights training and regular implementation of human rights due diligence as KPIs for further promoting human rights awareness activities.



Promoting Human Rights Education

The NTT Group recognizes that respect for human rights is an important corporate social responsibility and strives to correctly understand and acknowledge the laws and regulations of each country and region and their cultures. religions, and values. We aim to realize a safe, secure, and prosperous, sustainable society by fulfilling this responsibility. To that end, we have established the new NTT Group Human Rights Policy by incorporating our existing Human Rights Charter into the NTT Group Global Sustainability Charter.

Under the policy, we respect the Universal Declaration of Human Rights and other internationally recognized human rights in all our corporate activities. We strive to ensure that we are not directly or indirectly involved in discrimination or other human rights violations. In the unlikely event of any negative impact on human rights, we take appropriate action.

When negative impacts on human rights by business 'partners are directly related to the NTT Group's relationships. products or services, the NTT Group requires these partners to respect human rights and not violate them. To fulfill this responsibility, we respect all stakeholders' human rights. We review and improve business operations and other aspects as necessary from the perspective of respecting human rights and reflect this in our business activities to establish a corporate structure that respects human rights.

NTT Communications has been promoting human rights education by establishing its own Basic Policy on Human Rights Education in accordance with the principles of the NTT Group Policy so as to create a rich corporate culture founded on respect for human rights and resolve human rights issues.

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NTT Group Global Human Rights Policy

(1) Addressing to International Norms

Respect for Human Rights

The NTT Group discloses its global human rights policies both internally and externally, in addition to meeting the requirements* of international laws and evaluation organizations.

*International laws: International conventions and treaties adopted from a global perspective, including the "Universal Declaration of Human Rights"

(2) Addressing Critically Important Human Rights Issues

The NTT Group will identify critically important human rights issues and take action on these priority themes through the following:

- 1. Promotion of "Diversity & Inclusion" (prohibition of discrimination, respect for freedom and rights, fairness in the workplace, economic disparities and poverty)
- 2. Promotion of "Technology based on high ethical standards" (technology, data bias, privacy, personal data protection, and security)
- 3. Promotion of "Healthy Work in Daily Life (Health Management)" (diverse work styles, prohibition of forced labor and child labor, workplace safety, freedom of association and the right to organize, living wage, enhanced benefits)
- 4. Promotion of "appropriate expressions, speech, and other presentations" with consideration for human rights (freedom of expression and respect for human rights in advertising and other presentations)

(3) Scope of application

This policy applies to all employees and officers of the NTT Group. We also ask our suppliers and business partners to support this policy and strive to respect human rights.

(4) Due Diligence

Based on the UN Guiding Principles of Business and Human Rights, we will use the human rights due diligence process to identify, prevent, mitigate, and correct human rights issues globally. And we will strive to improve human rights awareness and human rights management throughout the NTT Group. In addition, due diligence will be conducted among the stakeholders in the entire business value chain, and a direct dialogue will be the basis of our efforts, especially with major suppliers. The status will be disclosed on our website, in our Sustainability Report, and in our Human Rights Report to evaluate and improve the process continuously.

(5) Accusation and Remedy

The NTT Group has established internal and external contact points for whistle-blowing at each Group company to prevent human rights violations. We promise to protect whistle-blowers from unfair personnel actions (e.g., dismissal, demotion) or other disadvantages resulting from their reporting. In addition, consultations and reports received at the contact points will be reported to the Board of Directors appropriately to ensure transparency. We will take sincere measures to resolve problems.



For more information on the NTT Group Human Rights Policy, see:

https://group.ntt/en/newsrelease/2021/11/10/211110c.html

Human Rights Due Diligence

The importance of addressing human rights risks that occur in the value chain is increasingly being recognized, and there are growing calls for companies to respond. Failure or delays in responding to such issues could lead to a deterioration in the corporate image and a loss of trust in a company and its public reputation. Furthermore, if such a situation cannot be remedied appropriately, customers may no longer do business with that company, which may affect its short-term as well as medium- to long-term business performance and financial position.

In response to these risks, we will implement the aforementioned initiatives while identifying, preventing, mitigating, and correcting human rights issues on a global scale by applying the human rights due diligence process in accordance with the United Nations Guiding Principles on Business and Human Rights, and strive to raise awareness of human rights and improve human rights management throughout the Group. In fiscal 2023, assessments were conducted for specific situations in which human rights issues were a concern. In addition, as a member of the NTT Group, we will conduct due diligence throughout the entire value chain and require that our suppliers make an effort to comply with the separately established NTT Group Guidelines for Sustainability in Supply Chain. Direct dialogue will be the basis of our efforts, especially with important suppliers. Through these efforts, we hope to establish a rich corporate culture founded on respect for human rights and to become a corporate group that is always trusted and chosen, which are prerequisites for maintaining and expanding business opportunities.

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Measures for Raising Human Rights Awareness

Human Rights Education Training

Companies have recently been subject to growing public demand for establishing human rights protection frameworks closely aligned with the nature of each business.

A diverse array of full-time and temporary employees participates in NTT Communications' business operations. Accordingly, we promote respect for human rights with due consideration for diversity. Every year, we organize Human Rights Education Training sessions for all full-time and temporary employees of the NTT Communications Group with the aim of preventing all forms of discrimination by fostering a heightened sense of awareness in each and every employee. In fiscal 2023, we sought to develop a broad understanding of harassment, the diverse nature of human rights, and the relationship between corporate activity and human rights. We also seek to raise awareness and deepen understanding of human rights among employees and others by encouraging them to frequently study the NTT Group Global Human Rights Policy established in November 2021 and the NTT Communications Group's Basic Policy on Human Rights Education, and by widely disseminating information on our multiple contact points for consultation.

During these training sessions, we assess the level of understanding and also conduct surveys on potential human rights issues in the workplace, the nature of such issues, and the use of contact points for consultation, and we also gather comments. The results are reported to the Human Rights Education Promotion Committee and are

used to consider, implement, and evaluate our efforts to promote human rights education.

[Overview of Human Rights Education Training in Fiscal 2023]

	Overview			
	Business and Human Rights			
	Definition of human rights			
	Companies and Human Rights Today			
	Regulatory processes related to the workplace			
	Reasonable accommodation for persons with disabilities			
Major topics	Diverse Nature of Human Rights			
	Harassment in the workplace			
	Sexual harassment			
	Notable cases of reports or consultations in FY2022–FY2023			
	 LGBTQ+ and other sexual minorities 			
	Discrimination against burakumin			
	 Human rights and the Internet 			
	Psychological safety			
	Basic Policy on Human Rights Education			
	NTT Group's Human Rights Policy			
	 NTT Communications Group's Basic Policy on Human Rights Education 			
	Consultation services			
Target	Full-time and temporary employees of the NTT Communications Group			
Attendance	26,543			

[Attendance of Human Rights Education Training]

(Unit: %)

	FY2019	FY2020	FY2021	FY2022	FY2023
Attendance	89	87	96	96	97

^{*} Scope: NTT Communications Group

Human Rights Education Initiatives and Training Programs

For new employees of NTT Communications, we conducted startup training with the aim of creating worker-friendly environments, based on the content of our annual All-Employee Human Rights Education Training sessions. The program covered topics such as preventing all forms of discrimination and harassment and the relationship between business and human rights and the SDGs, and it provides an opportunity for employees to consider LGBTQ issues. In fiscal 2023, 426 employees participated in this training.

Human Rights and Compliance Slogans

In addition to our various training programs, we invite entries on human rights and compliance slogans as an opportunity for each employee to consider the importance of this public concern. In fiscal 2023, we received 7,056 entries from 4,319 people, comprising full-time and temporary employees at all Group companies. The best slogans were chosen by online voting across the Group. The grand prize and special prize from the chairperson of the Human Rights Education Promotion Committee were presented, and the results announced, on the Group portal site.

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Examples of Best Slogans for FY2023

Human Rights Category

Grand Prize

Al can't generate compassion

Special prize from the chairperson of the Human Rights Education Promotion Committee

Be the epicenter of kindness

Compliance Category

Grand Prize

"Just making sure" - It's routine tasks that require extra care

Special Prize from the chairperson of the Compliance Committee

Don't ignore your instincts—Blow the whistle

Looking ahead, we will continue to engage in various educational measures and foster respect for diversity and acceptance of differences toward creating brighter, more vibrant workplaces.

Contact Points for Human Rights Issues

NTT Communications has set up internal and external contact points for all full-time and temporary employees as well as the staff of business partners to consult on issues and concerns related to human rights and harassment. The Human Rights Education Department and counseling system for workplace issues serve as internal contact points, and we provide external contact points through a law firm and the Consultation Hotline. The contact points

are absolutely committed to confidentiality and protecting the rights of individuals who seek consultation.

These contact points appropriately respond for the purpose of resolving issues and alleviating concerns while taking due care to protect the privacy of individuals seeking consultation and the interests of the whistleblower. In particular, the external contact points offer consultation with counsellors at specialized institutions outside the Company.