



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information



# Human Resources

## Undertaking Business with Respect to Employees While Enabling Them to Succeed



The source of competitiveness of NTT DOCOMO BUSINESS 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 DOCOMO BUSINESS 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



› 081 Human Capital

Priority Activities

› 085 Development of Human Resources

› 095 Promotion of Diversity, Equity, and Inclusion

› 106 Respect for Human Rights



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## Human Capital

People are the driving force for creating value in the world and realizing a sustainable society. Here we introduce the NTT DOCOMO BUSINESS 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 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 mid- to 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.

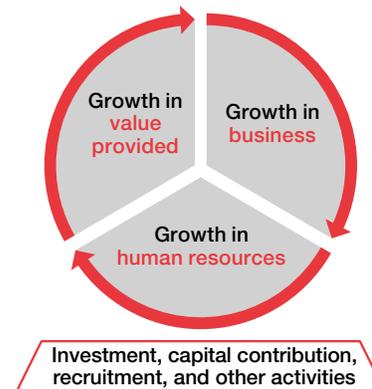
**P.012** Please also see our Sustainability Management Promotion Framework.

### [ 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 ]



The SGM for human resource development sets key metrics for driving growth, including the rate of filling priority personnel by business promotion category, diversity indicators, resource reallocation status, and engagement scores. Monitoring cycles take into account changes in each indicator, and the results are reported to bodies such as the Human Resource Strategy Committee, which discuss issues and potential 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

#### Pandemic risk

- Outbreak of an infectious disease pandemic results in employees becoming infected



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature

Society

Environment

Human Resources

**Human Capital**

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights

Governance

Independent Assurance Statement

Corporate Information

### Risk related to response to human rights issues

- Incidents of harassment and inappropriate corporate response
- Deterioration of a working 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

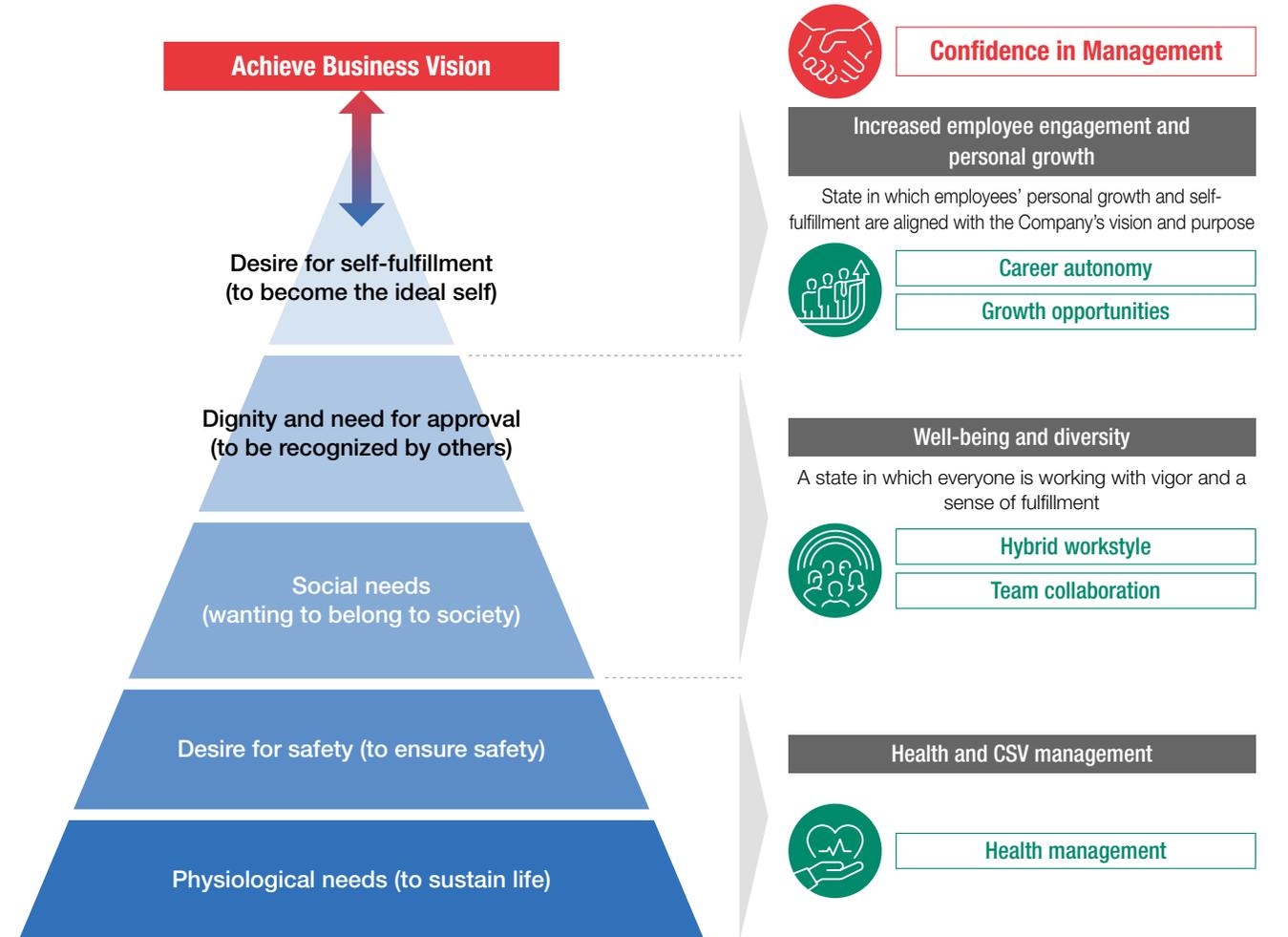
### Conduct risk to stakeholders

- 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.





# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## Confidence in Management

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 self-fulfillment 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 facing major life events, and employing people with disabilities in consideration of their aptitudes so that each employee can maximize their abilities.

### ► Hybrid Workstyles

We are working to build a strong team by developing working environments that enable 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 312 employees were using this system by the end of July 2025). We will further promote “work-in-life” (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



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

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

By creating environments where employees can continue to work safely, in good health, and with peace of mind, NTT DOCOMO BUSINESS promotes human capital management so that employees can thrive, as well as 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.

**P.020** For more information on our KPIs, see KPIs, Targets, and Outcome of Activities in this report.



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

Priority Activities

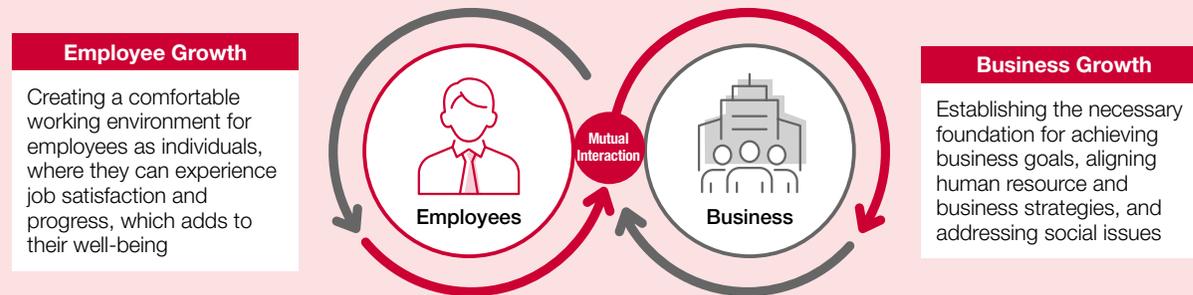
## Development of Human Resources

### Our Approach

Under our basic policy of creating a virtuous cycle of mutual growth for both employees and the business, we are implementing a range of human resource development initiatives, including the ODYSSEY human resource development program, based on the perspective of achieving growth for both employees and the business. In terms of employee growth, we support them so that they experience job satisfaction and forward momentum, and engage with them to cultivate a mindset of taking on challenges and demonstrating initiative, which is essential in today's unpredictable VUCA era, while advancing their overall well-being.

For the growth of our business, we are developing highly skilled human resources in priority areas and implementing Groupwide efforts to enhance DX capabilities that are required in many business domains. In addition, to strengthen the bilateral benefits of these efforts, we create mechanisms for employees to channel their aspirations for growth into the business.

[ Mutual Growth Cycle for Employees and the Business ]



Based on the Three Concepts: Talent, Open, and Active, ODYSSEY provides options and information that enable individuals to find their path to self-fulfillment. The Three Concepts signify introducing talent as a common indicator, fostering an open corporate culture, and establishing environments where employees can make their own choices and take action, thereby indicating the direction of growth for employees. We also promote measures that emphasize both the development of personnel capable of driving DX and the enhancement of expertise. We have put into place initiatives that enable employees to strengthen skills necessary for them to contribute to the business. This includes allowing them to take advantage of the self-directed development opportunities the Company offers. We will continue to build sustainable, mutually beneficial relationships with our employees.

### Three Concepts of ODYSSEY

1 Talent

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.



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



**Human Resources**

Human Capital

**Development of Human Resources**

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## Main Achievements in Fiscal 2024 and Goals for the Coming Years

As we believe that the Group's sustainable growth depends on providing workplaces where every employee can continue to grow with a strong sense of ownership, we support self-driven career development throughout their careers and the maintenance and enhancement of employability. In fiscal 2024, we strengthened initiatives that help employees envision their careers, including the launch of Compass, a set of internal role models, and the expansion of our cross-border programs.\* To support employees in shaping their careers within the Company, we internally posted the stories of around 70 employees who have pioneered in showing the way forward. In addition to highlighting current internal dual-role initiatives, our cross-border programs introduced external dual-work arrangements as well as a program for employees to focus entirely on activities outside the Company for one year, thereby offering more opportunities to reconsider their careers through experiences in fields outside their own.

Meanwhile, we also put into operation the methods for identifying and managing the human resource information that we had been developing since fiscal 2023, which utilize talent profiles and skill levels aligned with the personnel required by our business strategies. We defined core DX personnel as those with the skills needed to accelerate digital transformation, implemented

plans for expanding these skills to roughly half of all employees, and reached our target in fiscal 2024. We provide a range of development programs, including capability-building initiatives in specialized domains within the Center of Excellence (CoE) and training by technical advisors, which help employees acquire advanced skills and apply them to our businesses.

Going forward, while more deeply instilling the concept of career autonomy, we will strengthen our support for employees who face specific career challenges, such as middle- and senior-level staff. In addition, to strategically close human resource gaps through upskilling, we will further refine our human resource development plans and ensure that our staffing levels align with our business needs by improving our human resource portfolio management. We will also reinforce initiatives so that all employees across all areas gain at least a basic level of proficiency in AI, data utilization, security, and business relations.

\* Activities inside or outside the Company that differ from current roles (dual work, temporary assignment, study, volunteer activities, etc.)

**P.087** For more information on our human resource development initiatives, see "Initiative for Human Resource Portfolio" in this report.

[ Center of Excellence Support for Human Resource Development ]



CoE organizations

**Design CoE** (design studio KOEL)

# KOEL

DESIGN STUDIO by NTT Communications

1. Visioning

4. Communication design

2. Business development

5. Organizational design

3. Business improvement

6. Human resource development

For more information on Design CoE, see:  
<https://www.ntt.com/lp/koel/solution> (in Japanese only)

**Data Scientist CoE** (Digital Transformation Division)



**Security CoE**  
 (Information Security Division, N.F. Laboratories)



Training Biz

Outsourcing Biz

R&D

For more information on N.F. Laboratories, see:  
<https://nflabs.jp/business/> (in Japanese only)



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

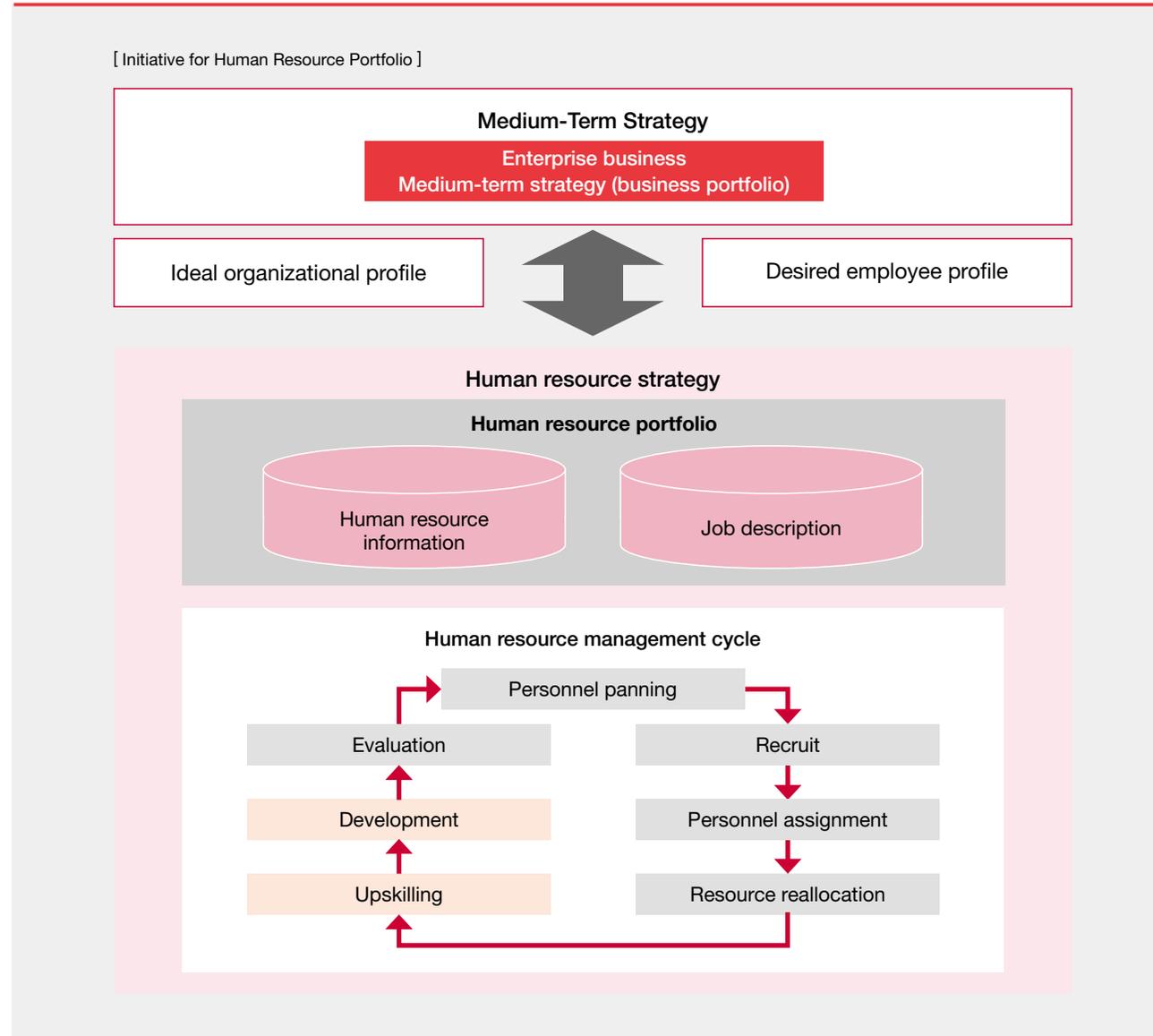
Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information



## 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.



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

The new training program covers not only NTT DOCOMO BUSINESS 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.

All employees gain hands-on experience in accordance with the career development plans 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,

management-level training for section managers, and next-generation leadership development programs for higher-level employees. We also provide general Off-JT training for employees, including public lectures that offer around 1,300 training courses on varied topics, as well as training organized by CoE organizations and technical advisors. In addition, we offer distance learning courses to promote self-driven skill development and support for acquiring qualifications. For middle managers, who play critical roles in employee management, we strengthen our support by providing training for newly appointed and current section managers and training to enhance their career support capabilities, helping them 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 strengthen these areas, we invited three technical advisors with considerable knowledge and abundant experience to speak with our employees, thereby providing valuable opportunities to receive insights from experts. We also provide wide-ranging support, from regular study groups to assistance for individual projects and support for organizational reform.

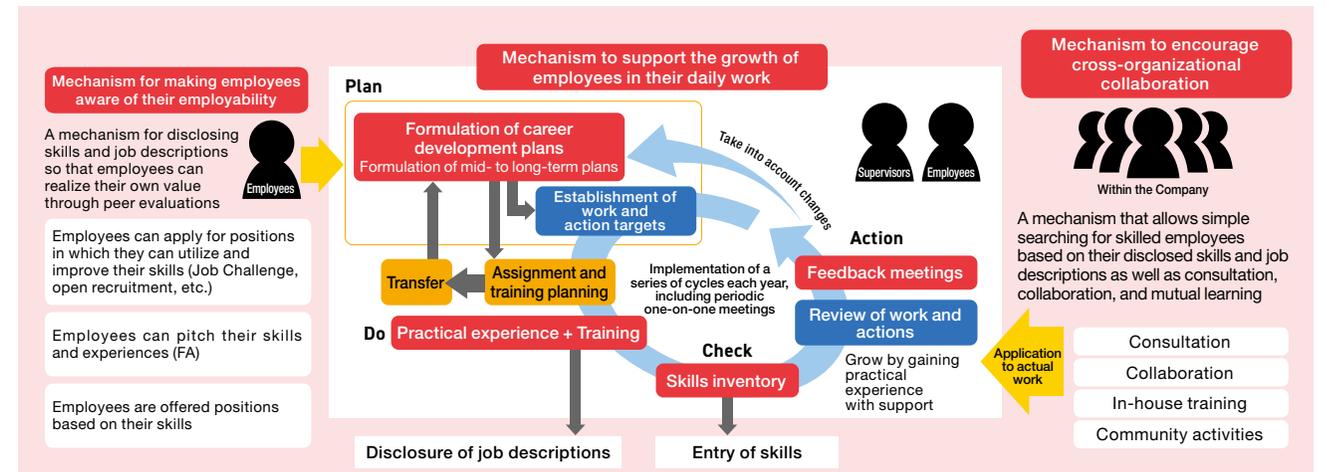
In fiscal 2024, the average training cost was 264,000 yen for an average of 16 hours per employee. To cope with the disruptive change associated with remote workstyles, we believe it is necessary to emphasize employee-driven learning and career development that is more autonomous. To that end, in addition to providing employee training required for carrying out jobs and developing careers, we will enhance courses that are highly needed by each organization.

[ Number of Participants and Participation Rate in Rank-Based Training Programs ]

Type	Number of applicable employees	Number of actual participants	Participation rate (%)
Age-30 employee training	227	217	95.6
Section manager training (upon assignment)	120	120	100
Section manager training (in 3rd year after assignment)	120	116	96.7
Next-generation leader development program	100	100	100

Scope: NTT DOCOMO BUSINESS, Inc. only

[ Human Resource and Career Development ]





# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

**Development of Human Resources**

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

[ Job-Based Training System ]

		Rank-based training	Training (Off-JT)				Group-wide Training Initiatives (support for self-development)	
Managers	Expert Grade	Executive training	Public lectures				Distance learning Support for acquiring qualifications Support for language courses Micro Learning Support for book-based learning (learning share)	
		Training for new and current section managers						
	Leadership level		Competency Training E.g.: Critical thinking training	Specialized skill training E.g.: AI literacy training	Training for enterprise business skills E.g.: Training on formulating REP and key points	Training organized by CoE organizations E.g.: Training for strengthening data analytics		Training by technical advisors E.g.: Product management training
	Middle level	Milestone training at age 30						
Entry level	Training for new and younger employees							
Purpose		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 career and remain motivated to continue working. We therefore implement a variety of measures, such as career design training, to help employees design their careers. We help them through multiple approaches, including periodic career interviews with supervisors, sessions with career consultants, initiatives allowing them to gain cross-border experience, and by providing tools that indirectly support career development.

Looking ahead, we will review the effectiveness of our initiatives and conduct evaluations to determine which should continue, while also ensuring that each investment provides optimal results. Furthermore, we will strengthen measures that contribute more directly to business growth, such as by enhancing training programs to develop the skills of employees involved in priority areas.

[ Measures to Support Career Development ]

	Career Design Training	Support for Career Development	Cross-border Experience	Fostering a Career Autonomy Culture		
Veteran employees (including managers)	Milestone training at age 48	Training for enhancing career support skills	Career consultation	Dual work inside and outside the company	Career Design Fest, docomo academy	Tools and systems used to support careers
	Training for employees in their 40s and 50s (optional)					
Mid-career employees	Training for employees in their 20s and 30s (optional)					Compass, BoostPark, Career Autonomy Portal, Motivating Stance Theory
Younger employees	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	Providing opportunities for action and practice	Creating an environment that facilitates thinking about careers and taking action		



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

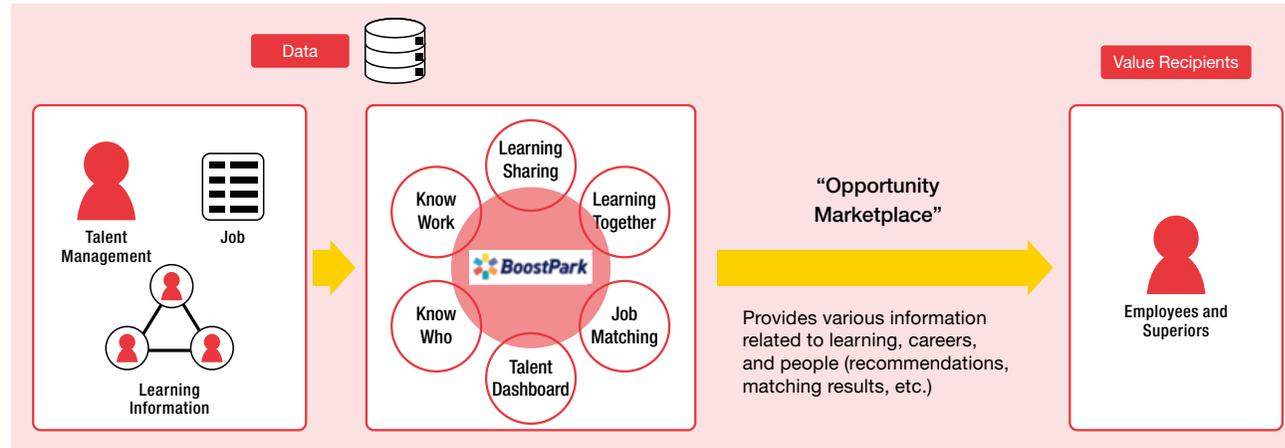
Independent Assurance Statement

Corporate Information

## ▶ System for Supporting Career Autonomy

NTT DOCOMO BUSINESS has introduced BoostPark, a system for supporting career autonomy, to provide more opportunities for envisioning career paths. BoostPark enables employees to access post information and human resource data from the talent management system, job data from JobBoard and open posts for including dual-work posts, and information on learning opportunities such as ongoing training sessions. Information from all departments is made available as position data, and the system also serves as an internal knowledge-sharing platform: KnowWork. 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 career development.

[ BoostPark ]



## ▶ Career Fest

In fiscal 2024, and continuing from the previous year, we organized the Hello! Career Fest for Everyone, an in-house event designed to provide opportunities for career seminars and mutual exchange. Over the one-month period, more than 3,000 employees viewed career-related content, and 1,325 employees participated in seminars and other online events. These events increasingly provide opportunities for employees to reflect on their careers by fostering psychological safety.

## ▶ Enhancement of Career Interview Skills

We established the Career Design Office in 2020, which has interviewed over 6,000 employees from NTT DOCOMO BUSINESS 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 DOCOMO BUSINESS' 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 handbook available to all managers and are also holding individual study sessions for each organization to improve the career interview skills of managers. The Motivating Stance Theory received the HR Award\*1 and Good Career Company Award\*2 in 2002 (the first time the Company has received both awards in the same fiscal year).

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 that supports the second careers of managers by matching them with NTT Group companies and affiliates hoping to hire managers from the NTT DOCOMO BUSINESS Group who possess specific skills and experience.



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

In fiscal 2025, we are further enhancing the opportunities and environments we provide for employees to think autonomously about their future careers while strengthening support for employee growth, including helping supervisors develop their career support capabilities.

\*1 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 DOCOMO BUSINESS received the Excellence Award in the planning and human resources category.



HR Award Recipient Interview <https://jinjibu.jp/article/detl/tonari/3031/> (in Japanese only)

\*2 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 DOCOMO BUSINESS winning the Innovation Award.



Good Career Company Award 2022 Recipients [https://www.mhlw.go.jp/stf/newpage\\_30058.html](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 DOCOMO BUSINESS 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, an entry-level measure for global human resource development, we sought applications and dispatched 38 employees to our overseas offices in fiscal 2025—double the number from the previous year—advancing the development of human resources who will drive further growth in 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 2,000 young people from over 190 countries to discuss actions for addressing social issues facing the world. The NTT DOCOMO BUSINESS Group dispatched four employees to the One Young Summits in Belfast in 2023 and Montreal in 2024 to apply the learnings and awareness gained through these events to address social issues, develop global human resources, and create businesses, and it plans to dispatch employees again in fiscal 2025.



Report from the One Young World Montreal Summit  
The Positive Cycle of Passion and Action: How Individuals and Companies Make Social Contribution Together

[https://www.ntt.com/shines/posts/p-c\\_20241205.html](https://www.ntt.com/shines/posts/p-c_20241205.html)  
(in Japanese only)

## Internal Job Posting System

The NTT Group believes in the importance of every employee taking ownership of and autonomously shaping their career and introduced the NTT Group Job Board to support them in these endeavors. Through these initiatives, employees can apply in a timely manner for open positions within the NTT Group, enabling them to freely pursue transfers based on internal job postings.

Around 150 employees of NTT DOCOMO BUSINESS transferred to positions of their choice within the NTT DOCOMO BUSINESS Group and the NTT Group through the NTT Group Job Board, further advancing the development of diverse career paths.

We will continue to raise awareness of this initiative as an option for employee career development, and will strive to further improve the quality of the program as a component of human capital management.

### Focus Areas for Human Resource Development

- Business for small and medium-sized enterprises
- Generative AI 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



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



**Human Resources**

Human Capital

**Development of Human Resources**

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## 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. We have also 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 ]

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees*	Non-consolidated	5,533	6,760	8,723	9,065	9,353
	Male	4,552	5,550	6,974	7,147	7,275
	Female	981	1,210	1,749	1,918	2,078
	Consolidated	11,602	11,846	16,851	17,175	19,188
Percentage of women in managerial positions**		7.2	8.3	9.5	10.5 <sup>3</sup>	12.4 <sup>3</sup>
Turnover rate**4		2.4	2.6	2.6	2.2	1.78
New employees (foreign nationals)**5		203(5)	257(8)	221(9)	229(3)	271(3)
	Male	137(2)	176(4)	149(4)	147(2)	193(2)
	Female	66(3)	81(4)	72(5)	82(1)	78(1)
	Percentage of women	32.5	31.5	34.1	35.8	28.8
Number of experienced personnel hires		76	79	103	217	289
Ratio of employees with disabilities**6	Non-consolidated	2.41	2.38	4.54	4.90	4.76
	Non-consolidated and domestic Group companies**7	2.23	2.34	2.66	2.75	2.95

\*1 As of March 31 for each fiscal year  
 \*2 As of March 31 for each fiscal year, scope: NTT DOCOMO BUSINESS, Inc., including employees seconded to other companies  
 \*3 As of April 1 of the following fiscal year, Scope: NTT DOCOMO BUSINESS, Inc., including seconded employees

\*4 As of March 31 for each fiscal year, scope: NTT DOCOMO BUSINESS, Inc., excluding seconded employees  
 \*5 As of April 1 for each fiscal year, scope: NTT DOCOMO BUSINESS, Inc.  
 \*6 As of June 1 of the following fiscal year  
 \*7 NTT DOCOMO BUSINESS, Inc. and 9 domestic Group companies



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## Employee 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 (over 61% in fiscal 2024), 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.

The results of the fourth survey, conducted in fiscal 2024, showed an improvement in the positive response rate, rising 5 points to 64% for the NTT DOCOMO BUSINESS Group and increasing by 6 points to 68% for NTT DOCOMO BUSINESS.

Compared to the previous year, the fiscal 2024 survey showed improvement and reached a favorable level, with a positive response rate of 75% or higher in items such as “authority and empowerment,” “collaboration,” “psychological safety,” “awareness,” “work life balance,” and “Self as We (team effort).” On the other hand, although the item “survey follow-up” showed some improvement, it still requires attention, with a positive response rate below 50%. In particular, positive response

rates were for “corporate culture and climate,” “strategy penetration,” and “career,” despite the high correlation with engagement, indicating that these areas should be prioritized.

[ Outline of Survey ]

Period conducted: November 2024  
 Survey targets: NTT DOCOMO BUSINESS Group employees, contract workers, etc., in Japan  
 Number of respondents: 22,400 (response rate: 93%)

[ Scope of Calculations for Engagement 4KPIs for Fiscal 2024 ]

Companies: NTT DOCOMO BUSINESS, Inc., NTT DOCOMO BUSINESS ENGINEERING, Inc., NTT DOCOMO BUSINESS CHEO, Inc., NTT DOCOMO BUSINESS SOLUTIONS, Inc., etc.  
 Survey targets: Employees and contract workers at the above companies

[ NTT Group's Four KPIs ]

- Willingness to make voluntary contributions—
- (1) 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



### Earned Silver Ring in Psychological Safety Award 2024

The Psychological Safety Award was hosted by ZENTech, Inc., which engages in team-building efforts centered on psychological safety. NTT DOCOMO BUSINESS entered the Psychological Safety Award 2024 and received the Silver Ring for its ongoing efforts to address the core challenges of organizational development following the business merger, as well as for fostering psychological safety and driving transformation across the organization.



Companies awarded Psychological Safety Award 2024  
<https://psychological-safety.jp/archive#d>  
 (in Japanese only)

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

The NTT DOCOMO Group is pursuing innovation through a lean start-up approach to create services that address social challenges more quickly. As social and customer issues have become more diverse and complicated under intensifying competition, the ability to identify potential issues from the field and rapidly turn them into solutions and profitable businesses has become increasingly important. The lean start-up approach accelerates the launch of commercial tests and enables business



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

expansion to more effectively address social challenges.

The NTT DOCOMO BUSINESS Group launched the DigiCom contest for new business creation in 2016 as part of efforts to cultivate future core businesses. In fiscal 2022, DigiCom was integrated with the relevant programs of other NTT DOCOMO Group companies and was relaunched as “docomo STARTUP,” a program designed to help employees create new businesses.

The docomo STARTUP program supports the entire process from idea generation to business feasibility studies through the three steps of COLLEGE, CHALLENGE, and GROWTH. Outstanding ideas may be spun off with employees as business owners or pursued as new ventures within the NTT DOCOMO Group.

With participation expanded to cover the entire NTT DOCOMO Group, cross-Company teams have formed, generating ideas from diverse perspectives. By proactively taking on challenges, employees not only establish new businesses but also cultivate a culture of challenge and create opportunities for human resource development. We will continue to provide society with new value by creating new businesses.

[ docomo STARTUP ]



## Other Initiatives

### ▶ Waku Waku Project

Following the reorganization within the NTT DOCOMO Group, the Business Solution Division has seized the integration of people and organizations as an opportunity for positive change. In this light, it has been steadfastly implementing the Waku Waku Project to create a workplace where everyone can feel excited and engaged.

We regularly hold interactive events in which executives also participate, such as Cozy Coffee, where the president himself serves coffee, and local product fairs. In addition to internal communication events, such as dart competitions and hikes up Mount Takao, we also encourage external engagement, including facility tours by visiting clients in the broadcasting industry.

Initiatives that encourage voluntary participation by employees naturally stimulate conversations across departments and positions, bringing new insights and a sense of unity to the workplace.

We also produce and deliver video content that closely follows young employees, along with internal radio programs that feature conversations between colleagues.

These internal and external communication initiatives significantly raised awareness of the project and played a major role in strengthening engagement over this past year.

We will continue developing systems that enable more employees to participate, and will expand these activities beyond the boundaries of division. Moreover, we will further accelerate value creation across the organization by establishing a workplace in which employee can take active roles and experience a sense of fulfillment.

## Labor-Management Relations

The NTT DOCOMO BUSINESS Group guarantees freedom of association and collective bargaining and strives to continuously improve the workplace through the cooperative efforts of management and labor. We have established committees for discussing diverse issues and offer multiple opportunities every year for dialogue between management executives and the labor union. Our labor-management relationship is based on the principles that labor and management should have equal footing, in principle, and that their relationship should be based on the principle of self-governance to maintain independence and responsibility and be founded upon trust; and that we should focus on discussion and strive to resolve matters by gaining mutual understanding and consent, and ensure that both parties comply with matters on which labor and management have reached a conclusion. Union membership in the NTT DOCOMO BUSINESS Group is nearly 100%.



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

**Promotion of Diversity, Equity, and Inclusion**

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

Priority Activities

## Promotion of Diversity, Equity, and Inclusion

### Our Approach

Under our Promotion of Diversity Fundamental Policy, NTT DOCOMO BUSINESS 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 diversifying customer needs, as well as to help employees realize their well-being, we are creating working environments that encourage employees with different personalities and backgrounds to work together with mutual respect and maximize their strengths in their own way.

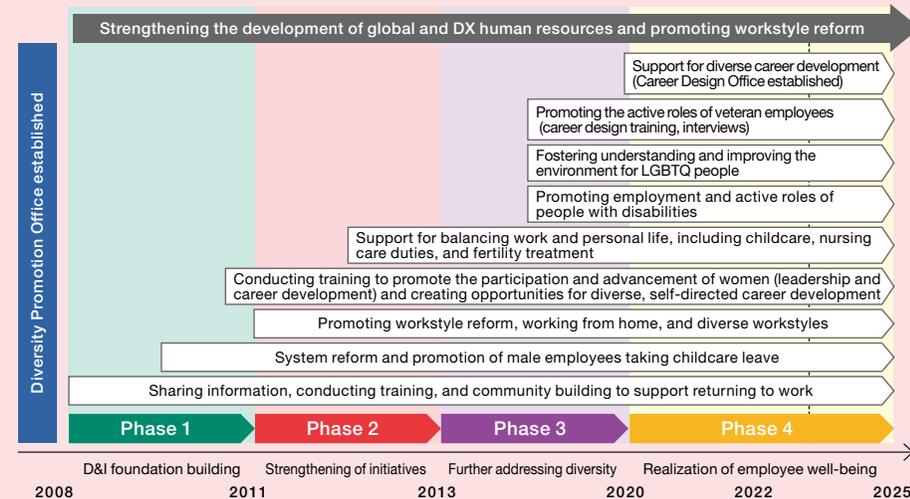
With the firm belief that promoting diversity is essential for the sustainable development of our business, we are promoting diversity, equity, and inclusion through our medium-term vision, which upholds goals such as creating working environments that make it easier for employees to design their life 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 revised our remote work system in July 2022 to

[ Diversity, Equity, and Inclusion Initiatives ]



### Priority Initiatives Going Forward

- Encouraging male employees to take childcare leaves
- 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





# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

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 the 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 2024 and Goals for the Coming Years

In line with the NTT Group's declaration to double the number of female managers in its organization, the NTT DOCOMO BUSINESS Group supports employees at various stages of their career development to increase opportunities for engaging diverse human resources. In fiscal 2024, 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 12.4% and the percentage of men taking maternity leave\*1 to 105%, achieving the target in fiscal 2024. We also achieved our 100% target for the percentage of men taking childcare leave\*2. 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, which remains a social concern.

We are also working to reduce employee working hours. In fiscal 2024, the total number of working hours per employee was 1,954, compared to 1,956

in fiscal 2023. Since the number remains high, we will re-examine the ideal workstyles and find ways to lower this number.

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, with no incidents reported. Combined with a health checkup rate of 99.9%, we have essentially met our goal for this year. Going forward, we will continue our efforts to maintain and improve employee health across all our workplaces.

\*1 Percentage of male employees who took childcare or equivalent leave among those whose partner gave birth during the fiscal year  
\*2 Percentage of male employees who took leave for childcare as requested among those who requested leave for childcare

[ Total Number of Working Hours per Employee ]

	FY2020	FY2021	FY2022	FY2023	FY2024
Total hours	1,980	1,956	1,948	1,956	1,954



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

**Promotion of Diversity, Equity, and Inclusion**

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## Employment, Training, and Promotion of Diverse Human Resources

NTT DOCOMO BUSINESS promotes human capital management aligned with its management and business strategies and designs systems that help every employee shape their careers and demonstrate their capabilities. Our HRM strategies focus on optimal personnel assignment, stronger skill development, and more transparent personnel evaluation, thereby creating a positive cycle of growth for both our employees and businesses.

We eliminate discrimination in recruitment, career advancement, remuneration, and training, including discrimination based on such factors as gender, age, nationality, and disability, thereby ensuring fair opportunity and treatment. We also publicly declare this stance, clearly demonstrating our commitment to respecting our employees.

Furthermore, we disclose salary systems and pay raise systems to employees via the intranet to maintain clear and fair employee treatment. In addition to complying with legal minimum wage standards, we place priority on providing a living wage so that our employees and their families can enjoy a stable standard of living.

### Promoting Women's Participation and Advancement

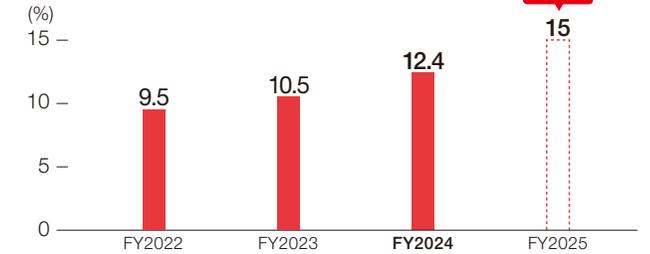
In line with the NTT Group's declaration to double the number of female managers in its organization, the NTT DOCOMO BUSINESS Group supports employees at various stages of their career development to increase opportunities for engaging diverse human resources. In line with the NTT Group's declaration to double the number of female

managers in its organization, the NTT DOCOMO BUSINESS 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 12.4% in fiscal 2024 (female executive ratio as of July 1, 2025: 23.5%). 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 fiscal 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.

[ Ratio of Female Managers ]



Scope: Employees of NTT DOCOMO BUSINESS, Inc., including employees seconded to other companies

### Comeback Re-Employment

We are actively engaged in Comeback hiring, through which people who have left NTT DOCOMO BUSINESS 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 the 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 DOCOMO BUSINESS 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,



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

regardless of disabilities, employees are positioned and actively contributing in various parts of our organization including sales and engineering. Our employees basically use highly flexible hybrid workstyles that combine face-to-face and remote communication. They can also choose a predominantly remote workstyle if they prefer, enabling them to fully demonstrate their individual abilities. As of June 1, 2025, NTT DOCOMO BUSINESS's rate of employees with disabilities is 4.76%, while the rate is 2.69% for the NTT DOCOMO Group as a whole.

## Alternative Career Designs

NTT DOCOMO BUSINESS 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 want 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 would like 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 2024.

[ Virtual Background Distributed to Allies ]



[ PRIDE Index ]





# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

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

To enable employees to balance work with childcare, nursing care, illness, and other life events, NTT DOCOMO BUSINESS 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 partner's 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 105%\*2, achieving our target. In an effort to create a supportive community for employees during childcare leave, we 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 fiscal year.

### 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 follow-ups 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 ]





# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



**Human Resources**

Human Capital

Development of Human Resources

**Promotion of Diversity, Equity, and Inclusion**

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

[ Changes in the Number of Employees Who Took Maternity, Childcare, or Nursing-Care Leave in Fiscal 2024 ]

	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of male employees taking leave for childcare*1, 2	—	67.8	132.8	116	105
Number of employees taking nursing care leave	8	5	7	9	14
Female	4	3	5	5	9
Male	4	2	2	4	5
Average number of paid leave days taken	14.0	16.4	17.9	16.3	15.7
Average paid leave acquisition rate	70	82	90	82	78
Number of employees who resigned without becoming reinstated	2	0	3	4	0
Female	2	0	3	3	0
Male	0	0	0	1	0

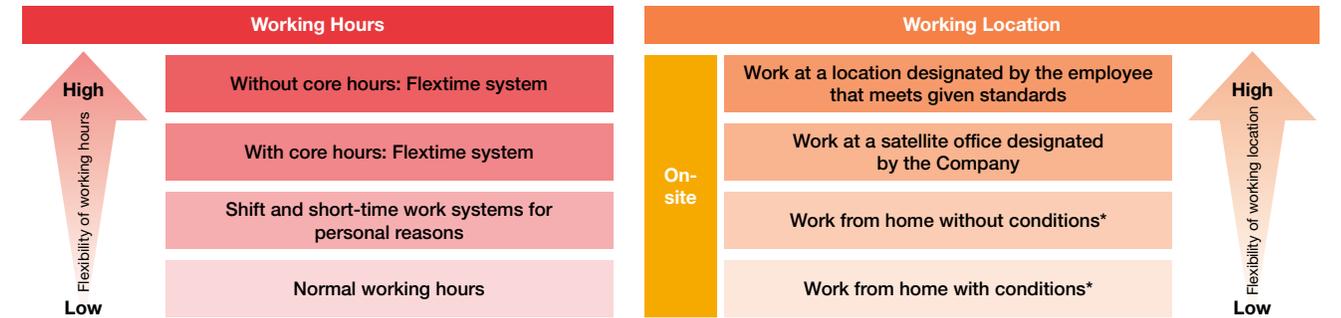
\*1 Denominator: male employees whose partner gave birth during the fiscal year, numerator: male employees with a pre-elementary school child who took childcare leave, etc. (including the Company's unique leave system for childcare) during the fiscal year.

\*2 Scope: NTT DOCOMO BUSINESS, Inc., including seconded employees

## Promotion of Workstyle Reform

NTT DOCOMO BUSINESS has been promoting flexible workstyles that enable employees to create value and build trust, increasing flexibility in working hours and location.

[ Evolution of Workstyles ]



\*Example: for childcare and nursing care needs

Since February 2020, when we quickly decided to shift to Companywide remote work as the pandemic began to escalate, we have maintained a remote work rate of above 70%.



To promote work-in-life, in which employees understand work as part of their life and can flexibly choose and design their workstyle, we believe employees should have greater freedom in choosing where they live, unrestricted by their business site, in addition to having flexible working hours and locations. We introduced remote standard organizations in 2022, which position remote work as the default.

These organizations are intended to provide flexible work arrangements through which employees can autonomously combine work locations, such as homes, offices, satellite offices, or their parents' home if they choose, to accommodate the specific nature and circumstances of their job, and effectively incorporate face-to-face communication.

Our review of remote work reaffirmed our goal of offering every employee the opportunity to choose a workstyle that allows them to fully demonstrate their capabilities. We will continue to address issues and situations that emerge amidst society's accelerating pace of change.



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## ► 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 life, and remote working, which allows for a more effective use of time.

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 remained at around 1% from 1.7% in fiscal 2020.

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: %)

	FY2020	FY2021	FY2022	FY2023	FY2024
	1.7	1.3	1.2	0.9	1.4

## ► Environments and Tools

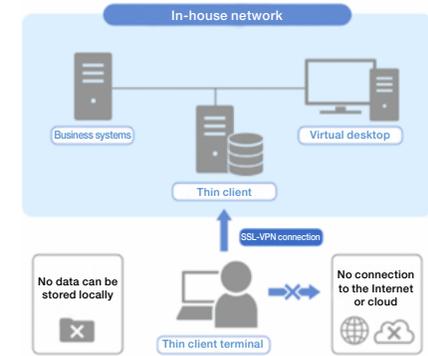
Although we asked all of our employees to work from home during the pandemic as a general rule, there were still certain situations that required them to come to the office, such as to fill out paper applications, sign contracts, and check the mail. This was an issue that needed to be addressed in order 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 AI 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.

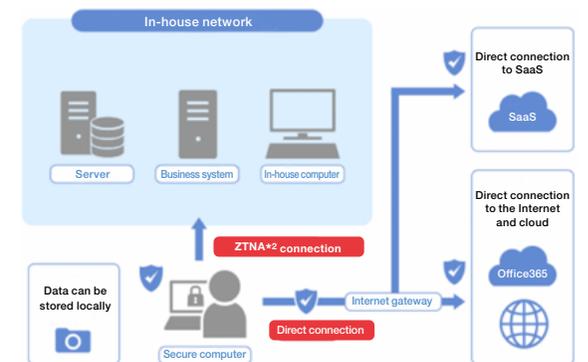
\*1 Specialized terminals without storage media that are used in virtual desktop environments

[ 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.



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## ► Corporate Culture and Climate

Corporate culture and climate and strategy penetration became priority issues as a result of the fiscal 2024 employee satisfaction survey, and to address these we are pursuing Groupwide efforts to foster a workplace culture grounded in psychological safety. We created our Organization Building Handbook, which includes organizational case examples, check sheets for teams and individuals, and examples of specific actions, and disseminated it across the entire Group along with 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. We also provide ongoing opportunities for dialogue between employees and executives as well as managers.

To address career-related issues, we have made career options easier to understand by sharing information on role models and career images with our employees and providing training for employees who are around the age of 30, when career concerns are more likely to arise, thereby strengthening mechanisms to enhance satisfaction with career-related concerns.

To prevent gaps in information sharing or communication within teams in the hybrid working environment, we conduct one-on-one meetings between supervisors and their subordinates to ensure alignment in understanding and direction. At the same time, we support employee growth and provide physical and mental healthcare 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.

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

## Cafeteria Plan

NTT DOCOMO BUSINESS 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 19 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 Plan to

alleviate concerns 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 the future to provide a system that overall is even more beneficial to employees.

## Encouraging Employees to Take Various Leaves

To support employees in balancing work and daily life, we encourage them 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 2024, 15.7 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 life events.

To meet the needs of diverse workstyles that are becoming ever more apparent from the standpoint of further improving our systems, we began establishing a framework in fiscal 2024 for enhancing our support of life events, such as expanding the time zones in the flextime system, adding new reasons for taking leave, such as nursing care, and creating leave to support infertility treatment and family accompaniment leave.



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

[ Main Support for Employee's Life Events ]

Life Event	Main System (Leaves, etc.)
Maternity and childcare	<p>We support employees expecting or raising children to balance work and family life through the following systems.</p> <ul style="list-style-type: none"> <li>• Maternity leave (6 weeks before and 8 weeks after the date of birth)</li> <li>• Support for fertility treatment (once for each employee, up to one year)</li> <li>• Childcare leave (until the child turns 3)</li> <li>• Shorter working hours for childcare (choose from 4, 5, or 6 hours per day until the child reaches the third grade of elementary school)</li> <li>• Leave for nursing care and similar reasons (childbirth of an employee's partner, immunization or health checkups for their child, class closures, ceremonies such as graduation)</li> <li>• Restrictions on overtime and late-night work</li> <li>• Issuance of discount coupons for childcare services</li> <li>• Adjustments to working hours (measures to ease commuting burdens, health checkups for pregnant women, childcare time)</li> </ul>
Nursing care	<p>We support employees caring for a family member to balance work and family life through the following systems.</p> <ul style="list-style-type: none"> <li>• Short-term leave for nursing care</li> <li>• Nursing care leave (up to 1 year and 6 months)</li> <li>• Shorter working hours for nursing care (choose from 4, 5, or 6 hours per day)</li> <li>• Leave for nursing care and similar reasons (for injuries or illnesses of family members living together, or of non-working dependents living separately)</li> <li>• Restrictions on overtime and late-night work</li> <li>• Issuance of discount coupons for nursing care services</li> </ul>
Illness	<p>We support employees managing work and recovery from illness through the following systems.</p> <ul style="list-style-type: none"> <li>• Sick leave</li> <li>• Additional sick leave (based on approval of their medical doctor after the period of sick leave has elapsed)</li> </ul>
Career continuation	<ul style="list-style-type: none"> <li>• Rehiring (allowing employees forced to resign due to their partner's transfer or to focus on childcare or nursing care to be screened within 6 years of resignation (3 years for childcare or nursing care reasons) under certain requirements)</li> <li>• Leave of absence for accompanying a partner on an overseas assignment (granted when the employee can no longer work at domestic offices due to accompanying their partner overseas)</li> <li>• Post-retirement re-employment (continuous employment 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)</li> </ul>
Other	<p>We offer leave systems that employees can use for any reason to support work-in-life fulfillment.</p> <ul style="list-style-type: none"> <li>• Life plan leave (5 days granted for every 5 years of service, which can be set aside as part of annual leave)</li> </ul> <p>We offer support for LGBTQ and other sexual minority employees.</p> <ul style="list-style-type: none"> <li>• Some of the systems related to life events (special leave, congratulatory and condolence payments, etc.) are available to same-sex partners</li> </ul>

## Thorough Occupational Safety and Health Management

NTT DOCOMO BUSINESS 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. These committees strive to achieve a 100% health checkup implementation rate and implement measures to ensure healthier working environments, prevent occupational accidents, and reduce long working hours. Stress checks are conducted each year in the fall and in collaboration with the staff in charge at each office (fiscal 2024 response rate: 96.6%).

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) ]

	FY2020	FY2021	FY2022	FY2023	FY2024
Occupational accidents	1	1	0	1	0
Commuting accidents	0	0	1	4	0

Scope: NTT DOCOMO BUSINESS, Inc.



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## Health Management

### Improving Employee Health

As well as ensuring the safety of our working environments, NTT DOCOMO BUSINESS is 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 a walking event for the entire NTT DOCOMO Group in fiscal 2024 in the fall. In addition to encouraging employees to walk as a healthy practice, we also held an event to promote face-to-face communication and foster a sense of unity across the organization, which was attended by 9,738 employees from the NTT DOCOMO BUSINESS 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 21.1% for fiscal 2024, up 1.9 points from the previous year. As a result of these efforts, the percentage of employees who exercised regularly increased to 31.7% in fiscal 2024, up 0.6 points from the previous year, while attendance and completion rates for health guidance remained among the highest for NTT Group companies in fiscal 2024. We will continue to encourage employees to receive medical guidance and strive to improve attendance and completion rates.

[ Related to Health Checkups ]	(Unit: %)
Completion rate of regular health checkups	99.9
Individuals who maintain desirable weight	66.0
Individuals with blood sugar-related risks	5.3
Individuals with blood pressure-related risks	13.3
Individuals with obesity-related risks	3.8
Individuals eligible for specific health guidance	21.1

Scope: NTT DOCOMO BUSINESS, Inc.

[ Results of Medical Questionnaire for Health Checkup ]	(Unit: %)
Non-smokers	83.6
Individuals with regularly exercise	31.7
Individuals getting sufficient sleep	74.0

Scope: NTT DOCOMO BUSINESS, Inc.

[ **Health Challenge 2024** was an opportunity for employees to review their exercise habits, and the event fostered a sense of unity across the Company and its internal organizations. ]



For staff in their first to second years, we offer one-on-one counseling on an ongoing basis as well as other types of support (494 participants in fiscal 2024). 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 taking on overseas assignments. For employees whose pulse survey responses indicate possible health concerns, monthly messages prepared by the welfare staff are sent to connect them with public health nurses and external consultation services.

We also address concerns over the association of sleep and stress through sleep-related initiatives. To support mental and physical health by improving sleep quality, we provide the Sleep Cheerleaders service, from NTT PARAVITA, to new employees who have experienced a sudden environmental change, as well as to 151 employees identified as having high stress and who requested to use this service. Pre- and post-program user surveys indicate that our support through this service not only helped to improve sleep quality but also reduced stress and enhanced work efficiency. Looking ahead, we will continue these programs.

To promote data-based health and productivity management, NTT DOCOMO BUSINESS 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 question on Presenteeism, or 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 2024 was 3.7%, a decrease of 1.0% from fiscal 2023. 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)) ÷ 2 × 1 ÷ 10



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

These efforts resulted in our being recognized in March 2025 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.

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 healthcare 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 outpatient 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-level analysis of the results of the annual stress check for each workplace and hold three-way discussions between labor (union), management (Company), and healthcare (health management center) personnel on issues and future measures that can be applied to improve the workplace.

In fiscal 2024, we held a mental keeper training course for 203 employees (NTT DOCOMO BUSINESS: 106, Group companies: 97) to further enhance line care in the workplace. We also conducted team management training for 183 supervisors of employees with mental illnesses (NTT DOCOMO BUSINESS: 94, Group companies: 89). 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 1,436 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, 96.0% of employees said it was either "very good" or "good."

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	○	○	○
Care by health staff	○	○	—
Mental Condition Support Desk (EAP)	○	○	○
Face-to-face counseling by professional counselors	○	○	○
M3PSP* (AskDoctors option)	—	○	—
Human Rights Office	—	—	○
Harassment Hotline	—	—	○

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



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



**Human Resources**

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

**Respect for Human Rights**



Governance

Independent Assurance Statement

Corporate Information

Priority Activities

## Respect for Human Rights

### Our Approach

To enrich corporate culture founded on respect for human rights, NTT DOCOMO BUSINESS has been promoting human rights education by establishing the 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 DOCOMO BUSINESS 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 DOCOMO BUSINESS 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, that creates bright and vibrant workplaces, and that realizes a value chain that respects human rights.



For more information on the Basic Policy on Human Rights Education, see:  
<https://www.ntt.com/en/about-us/cs/principle.html>

### Main Achievements in Fiscal 2024 and Goals for the Coming Years

We proactively promote human rights awareness activities by increasing the rate of participation in human rights training and conducting human rights due diligence. In fiscal 2024, we were able to raise attendance in human rights training from the previous year to 27,273 (participation rate: 98.1%), up 0.8 points. We also conducted startup training and other programs for new employees of NTT DOCOMO BUSINESS 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 2024, we received 6,402 entries from 3,667 people, comprising all full-time and temporary employees at NTT DOCOMO BUSINESS 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.



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## Governance

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.

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 (current NTT DOCOMO BUSINESS Group's) Basic Policy on Human Rights Education.

[ NTT DOCOMO BUSINESS Group Framework for Promoting Human Rights Education ]



### ▶ 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 DOCOMO BUSINESS 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.

## Risks and Opportunities

The occurrence of human rights violations, such as forced labor and child labor within the NTT DOCOMO Group or its supply chain, could damage the credibility and corporate image of the NTT Group as well as negatively affect business performance and financial position. To address this concern, our human rights due diligence initiatives, conducted with the NTT Group, involve direct dialogue with all suppliers requiring improvement requests and the disclosure of information on processes and results. We believe this will enhance our brand image as a company trusted by our stakeholders.

## 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.

## Metrics and Targets

The NTT DOCOMO BUSINESS 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.

**P.021** For more information on our KPIs, see KPIs, Targets, and Outcome of Activities in this report.

## 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 as well as their cultures, religions, and values. We aim to realize a safe, secure, prosperous, and 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



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

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 DOCOMO BUSINESS promotes human rights education through its own Basic Policy on Human Rights Education, in accordance with the principles of the NTT Group Policy, to create a rich corporate culture founded on respect for human rights and to resolve human rights issues.

## NTT Group Global Human Rights Policy

### (1) Addressing to International Norms

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>



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## Human Rights Due Diligence

The importance of addressing human rights risks that occur in the value chain has been increasing, and there are growing calls for companies to respond. An inadequate response 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, customers may no longer do business with that company, which could affect its short-term as well as medium- to long-term business performance and financial position.

In response to these risks, we 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 2024, a study system that draws from external expertise was established to identify our human rights issues. In addition, as a member of the NTT Group, we conduct human rights 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 remain the basis of our efforts, especially with important suppliers. Through these efforts, we are establishing a rich corporate culture founded on respect for human rights and further becoming a corporate group that is always trusted and chosen, which are prerequisites for maintaining and expanding business opportunities.

## 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 DOCOMO BUSINESS's 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 DOCOMO BUSINESS Group with the aim of preventing all forms of discrimination by fostering a heightened sense of awareness in every employee. In fiscal 2024, in response to social trends such as the Tokyo Customer Harassment Prevention Ordinance (enacted in October 2024) and the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operator (enforced in November 2024), we added customer harassment and the aforementioned act to our training content. 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 DOCOMO 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 2024 ]

	Overview
Major topics	<p><b>Business and Human Rights</b></p> <ul style="list-style-type: none"> <li>• Definition of human rights</li> <li>• Companies and human rights today</li> <li>• Regulatory processes related to the workplace</li> <li>• Customer harassment</li> <li>• Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators</li> </ul> <p><b>Diverse Nature of Human Rights</b></p> <ul style="list-style-type: none"> <li>• Recent cases of reports and consultations</li> <li>• Harassment in the workplace</li> <li>• Sexual harassment</li> <li>• LGBTQ+ and other sexual minorities</li> <li>• Discrimination based on nationality and racial/ethnic origin</li> <li>• Reasonable accommodation for persons with disabilities</li> <li>• Discrimination against burakumin</li> <li>• Human rights and the Internet (Information Distribution Platform Act)</li> <li>• Psychological safety</li> </ul> <p><b>Basic Policy on Human Rights Education</b></p> <ul style="list-style-type: none"> <li>• NTT Group's Human Rights Policy</li> <li>• NTT DOCOMO BUSINESS Group's Basic Policy on Human Rights Education</li> <li>• Consultation services</li> </ul>
Target	Full-time and temporary employees of the NTT DOCOMO BUSINESS Group
Attendance	27,273

[ Attendance of Human Rights Education Training ] (Unit: %)

	FY2020	FY2021	FY2022	FY2023	FY2024
Attendance	87	96	96	97	98

Scope: NTT DOCOMO BUSINESS Group



# CONTENTS

Message from CEO

Our Vision of the Future

Business Strategies

Overcoming Social Challenges through Our Business

NTT DOCOMO BUSINESS Group Sustainability

Feature



Society



Environment



Human Resources

Human Capital

Development of Human Resources

Promotion of Diversity, Equity, and Inclusion

Respect for Human Rights



Governance

Independent Assurance Statement

Corporate Information

## Human Rights Education Initiatives and Training Programs

For new NTT DOCOMO BUSINESS employees, we conducted ComAll training, formerly called 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 2024, 505 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 2024, we received 6,402 entries from 3,667 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.

### Examples of Best Slogans for Fiscal 2024

#### Human Rights Category

##### Grand Prize

A good workplace with a comfortable emotional distance

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

They are also someone's treasure

#### Compliance Category

##### Grand Prize

"This might be bad"—Believe that instinct

Special Prize from the chairperson of the Compliance Committee

Let's think about why the rule exists

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 DOCOMO BUSINESS 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.

They also 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 addition, the external contact points offer consultation with counsellors at specialized institutions outside the Company.

We prohibit any act that may disadvantage individuals for whistleblowing and strive to protect both consultation seekers and whistleblowers.