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People

Respect for Employees

Undertaking Business with Respect to Employees While Enabling Them to Succeed

Employees drive the operations of a company as partners who grow with it as they pursue their own happiness and personal development. To grow with its employees, the NTT Communications Group has been implementing advanced initiatives for human resource development to ensure their well-being.

Management that draws strength from diversity has recently been gaining attention around the world. In this context, we have sought to go beyond maintaining employee wellbeing to emphasize actions for turning diversity into a competitive edge. And we have taken on the challenges of multifaceted programs that promote women's careers and workstyle reforms as well as the expansion of diverse forms of employment.

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Kyoko Yamamoto
Senior Vice President,
Human Resources

The source of competitiveness of NTT Communications is the power of its people. We aim to create an appealing environment that makes our excellent human resources want to continue working. Under "A fulfilling life makes a fulfilling work", we have pursued workstyle reforms that focus on three areas of policies and regulations, environment and tools, and awareness and culture. We believe that we must take the lead in achieving these reforms as we strive to become a leading company in social and industrial DX.

The spread of the COVID-19 pandemic has accelerated the workstyle reforms we have been promoting. Since the advancing pandemic sparked growing concern, we have been preparing the environment and tools necessary for all employees to work remotely, including temporary employees. Since the first emergency declaration was issued, more than 80% of our employees have been working remotely. Particularly noteworthy is that combining remote work with a flextime system without core hours has dramatically increased the flexibility of our workstyles, resulting in the highest level of employee satisfaction in the past five years. The increased flexibility in work location and hours has also made it easier for employees to balance their work and childcare needs. Moreover, it has increased the number of female employees returning to full-time work, leading to greater respect for the diversity of employees and more opportunities for them to play active roles.

We will continue to take on the challenge of ensuring the well-being of all our employees by further evolving our expertise in remote work into more flexible and hybrid workstyles*, including the realization of a work-in-life approach whereby work and home are close together. We hope our efforts will become a driving force to change the world and lead to a sustainable future.

*Two workstyle options: A flexible workstyle that allows employees to freely choose where and when to work, and a hybrid workstyle that combines real and digital work

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Fiscal 2020 Activity Results

Actions Implemented in Line with CSR KPIs

In fiscal 2020, we essentially achieved our targets to become a corporate group in which diversity is respected and where both employees and the Company can grow together by launching new human resource development programs under the theme of creating workstyles geared toward the “new normal.” In particular, we received favorable assessments for our efforts to improve the employee satisfaction survey results through the implementation of the onboarding process in a remote environment, promotion of one-on-one meetings, and implementation of various advanced initiatives focused on diversity, supporting the development of women’s careers, and organizing various seminars for employees.

In fiscal 2021, we will continue to pursue flexible and hybrid workstyles for the “new normal,” respect diversity, and take on the challenge of being a corporate group where employees and the Company grow together.

◆ Fiscal 2020 Activity Results

Initiatives	Medium-term Targets (Form We Want to Take in Five Years)	Fiscal 2020				Scope of Activities (Boundary)		
		Targets	Specific Activities	Quantitative Results	Assessment	Within the Organization	Outside the Organization	Scope

CSR Priority Activities | Human Resource Development Relevant SDGs Relevant SDGs ▶ **5** **8**

Maintenance and improvement of motivation	To consistently maintain and improve motivation among NTT Communications Group employees	Review and analyze employee satisfaction survey responses to identify issues and develop and implement action plans to continuously maintain and improve employee motivation	<ul style="list-style-type: none"> In December 2020, we conducted the FY2020 Survey on the Views of NTT Communications Group Employees on Workstyles, targeting the NTT Communications Group. We added questions on systems related to workstyle reforms and communication during COVID-19 while considering the impact of environmental changes on employee engagement. The survey results were shared with executive management and each organization’s point of contact and also released to the entire Company via an online journal. 	<ul style="list-style-type: none"> Positive overall response rate of 64.9% (up 5.0 points year-on-year), with the highest ratings in all 7 categories compared to the previous year as well as over the past 4 years Among the 7 categories, “a sense of togetherness” showed the largest increase from the previous year “Productivity,” which previously had a positive response rating of less than 50%, exceeded 50% this time Overall positive response rating has traditionally tended to be higher for males than for females, but for the first time, the ratings were equal As for areas that were strengthened or improved, the ratings increased for the promotion of workstyle reforms (development of systems and tools), realization of productive workstyles, fostering of a comfortable working environment for employees, and a rewarding company to work for 	★★★	●	Group companies in Japan
Building a new human resources development program	To create a situation where each employee works with a goal in mind and where each, as well as each organization, can continue to grow as a team	<ul style="list-style-type: none"> Promote a new human resources development program aimed at creating a virtuous cycle of growth for employees and the Company Training time per person: more than 18 hours 	<ul style="list-style-type: none"> Abolished the existing certification system for professional human resources development programs and shifted our focus to self-growth as the objective of the development programs, promoting reflection on growth through self-reflection and review of skills and career Established a Center of Excellence (CoE) organization to drive new business areas, such as data utilization and design, and began developing training programs and providing technical support to contribute to human resource development across the entire Company 	<ul style="list-style-type: none"> Were able to flexibly revise or eliminate common indicators (our unique talent profiles and skill definitions) in line with changes in business trends With the need to strengthen diverse human resource categories across a wide range of business domains, were able to conduct detailed training in response to business trends by transferring the main training body for job skill development to CoE organizations and business units Training hours per person: 13* Training cost per person: 114,000 yen per year 	★★	●	Group companies in Japan

*This is the result of the number of cancellations of Group training sessions due to the impact of the COVID-19 pandemic. We are providing an alternative by expanding the online training options.

Achievement levels based on self-assessment ★★★: Target achieved ★★: Target almost achieved ★: Target only partially achieved

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Human Resource Development

Our Approach

A company that invests in human resource development and building sustainable, mutually beneficial relationships with its employees is the foundation for achieving SDG 8 “Decent Work and Economic Growth”. These are important management issues.

Our basic policy is to promote human resource development from the perspective of achieving growth for both employees and the business, thereby creating a virtuous cycle of mutual growth. We believe this will lead to greater engagement.

To boost competitiveness by accelerating digital transformation, we are currently promoting measures to develop personnel capable of driving digital transformation. Firm in our belief that practical experience is the most effective kind, we will also focus on cultivating specialists that align with our medium-term growth strategies.

Primary Concept

NTT Communications believes that people are the source of competitiveness and wants to continue to be a company where each and every employee can make the most of his or her abilities and wants to continue working here. With this vision, we focus on human resource development by assigning a training officer to each business organization, in addition to the Human Resources of the entire Company.

To increase the competitiveness of the Company as a whole, by uncovering the capabilities of employees and maximizing their performance as well as increasing the market value of each individual, we are promoting a new human resource development program called ODYSSEY. The program uses talent profiles and skills as common indicators to achieve a virtuous cycle of growth in which both the individual and the organization continue to develop dynamically. In a fast-paced and rapidly changing business environment, we also need to be able to adapt to change, continue to enhance our skills and capabilities, take charge of our own employability, and keep improving ourselves. The ODYSSEY program defines the types of human resources (talent profiles) that are truly necessary for our business while taking into account market trends.

We believe that participants can become highly valuable to the business and the market by acquiring the necessary skills to demonstrate these talents.

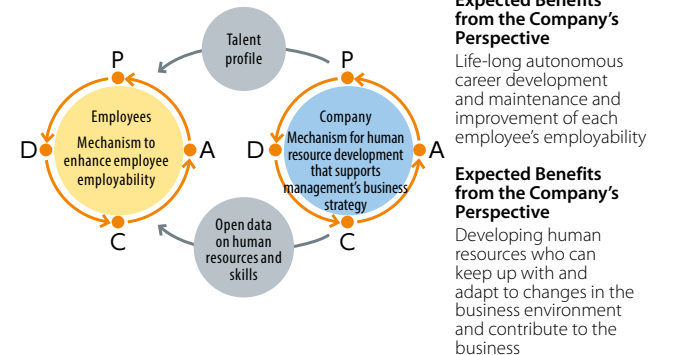
We also believe that employees will be motivated to further improve their skills by regularly reflecting on and reviewing their skills, such as when a project comes to a close, when they are transferred, or during one-on-one meetings, which will give them a sense of continuous growth.

The platform of the ODYSSEY program is always open, meaning that employees can share their skills, strengths, and experiences with each other to inspire and learn

together as well as obtain career tips. New communities and collaborations are also more likely to emerge as employees connect with each other.

Through these horizontal and vertical connections that transcend organizations and companies, we are also promoting initiatives to help employees learn together and improve their skills.

◆ Human Resources Development Program



Three Concepts

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 learn from and be inspired by, and also gain opportunities for growth through, collaboration and community building.
3. Active	By using common indicators for assigning work, offering jobs, and recruiting internally, employees are encouraged to grow on their own through self-reflection while gaining opportunities to take on challenges and achieve growth based on their results.

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Main Achievements in Fiscal 2020 and Goals for the Coming Years

As we believe that the Group's sustainable growth depends on providing workplaces that increase every employee's motivation, we support self-driven career development over the lifetime of each employee and for maintaining and improving employability.

The new employee development program, ODYSSEY, launched in April 2020, sets a Talent Profile that defines who would be able to execute our business strategies in a changing business environment. Employees are supported in their efforts to meet the criteria for the designated levels of skills. We have also enhanced our initiatives for employees seeking to raise their level of expertise under the Career Development Plan (CDP). A skill check is implemented as needed to select the right training from a broad range of options. As of April 2021, we provide approximately 1,300 courses for skills enhancement, skills enhancement support, and personal development support.

As we restructure our business strategies and business models to respond to changes in the internal and external environment, we plan to expand our service options to strategically fill human resource gaps through training (skill shifting), from a medium- to long-term perspective, by positioning areas with particularly large human resource gaps as opportunities for enhancement.

◆ Talent Profile of Ideal Employees

	Talent Profiles	
Sales consulting	01	Consulting sales specialists
	02	Inside sales specialists
	03	Sales enablers
	04	CIDO advisors
	05	Customer managers
	06	Solution consultants
Business development and marketing	07	Marketing researchers
	08	Business producers
	09	Business planners
Design	10	Product managers (formerly service planners)
	11	Business designers
	12	UX designers
Engineering and project management	13	UI designers
	14	Design researchers
	15	Solution architects
	16	IT architects
	21	Delivery managers
	22	Project managers
	47	Construction management engineers
	23	Service managers
	24	Front-end engineers
	22	Project managers
	25	Server-side engineers
	26	IT infrastructure engineers
	27	IoT engineers
	28	Network infrastructure engineers
	29	Facility engineers
	48	AI researchers
	49	Visual communication engineers

	Talent Profiles	
Data application	17	Business translators
	18	Data engineers
	19	Data analysts
	20	Data scientists
Security	30	Security managers
	31	Security operators
Service operations	32	Security engineers
	33	Quality managers
	34	Operation managers
	35	Field service engineers
Staff	36	Data center operators
	37	Billing managers
	38	Intellectual property specialists
	46	Risk and crisis managers
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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 paths.

The new employee training program covers not only NTT Communications Group strategies and systems but also business conduct and attitudes. This helps to deepen employee understanding of the value and importance of always seeing and acting from the customer's perspective. 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. With the ODYSSEY program, we are creating a system that enables employees to become aware of and improve their

employability by applying a plan-do-check-act (PDCA) cycle in their daily work, starting with CDP, as well as by disclosing their skills and collaborating with each other through mutual learning.

To reinforce our software development capabilities and firmly establish modern product development methods, we invited three external technical advisors to speak in fall 2019. We have been developing our skills through wide-ranging support, from regular study groups to technical assistance for individual projects and support for organizational reform. Each advisor offers superior technical guidance and advice backed by ample knowledge and experience, providing valuable, useful input for employees.

In fiscal 2020, the average training cost was 80,000 yen for an average of 13 hours per employee. Due to the impact of COVID-19, training participation declined from the previous fiscal year; however, we plan to increase the number of training opportunities by expanding our online training options.

Global Human Resource Development Program

NTT Communications has implemented an overseas secondment program to develop globally competitive human resources. The program's scope was expanded in fiscal 2011 to include younger employees. Under the program, employees are sent overseas for one year to undergo on-the-job training and acquire global communications skills through first-hand experience. In fiscal 2020, we were unable to send any employees due to the impact of COVID-19, but we resumed the application process in January 2021 and are currently in preparation to send approximately 20 new employees.

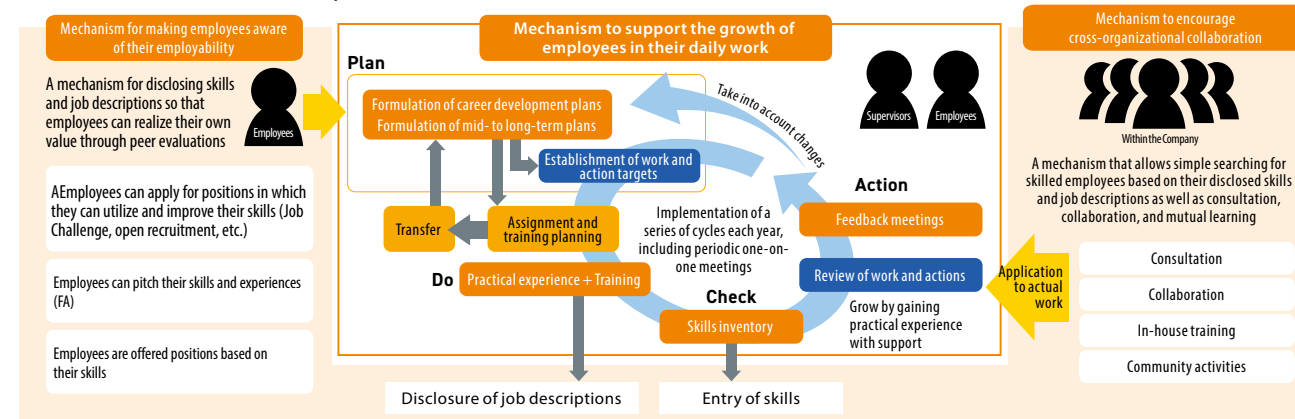
Internal Job Posting System

We have implemented an internal job posting system to expand the possibility of transfers from the employee's standpoint and to provide personnel with a wide range of challenging opportunities. The system is extensively used by employees of all ages, with job postings from within the NTT Communications Group and NTT Group.

In parallel with the internal job posting systems of the NTT Group as a whole, we developed JobBoard, a unique recruitment system within the NTT Communications Group which offers more employees opportunities to move into the positions of their choice.

In fiscal 2020, approximately 22 employees were assigned to departments of their choice within the NTT Communications Group and NTT Group. We will continue to use the internal job posting system actively in order to facilitate career advancement and revitalize the organization while also creating job postings in specific focus areas associated with achieving our business vision.

Human Resource and Career Development



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Focus for Human Resource Development

- Global business
- Cloud-related services
- Security-related services
- Upper layer-type services
- Human resources capable of bolstering Group companies toward the maximization of total Group power

Personnel Evaluation

NTT Communications intends to motivate employees to take on new challenges and perform at their highest level. While we value fairness and transparency, we have also implemented promotion and compensation systems based on results and performance. These systems vitally depend on the accurate assessment of the employee's willingness and courage to engage in rapid transformation with top priority on the customer's perspective as well as their level of performance against their goals. We therefore pay attention to the execution of tasks and take action to maintain rational processes. For example, we encourage each employee to take ownership of creating their own goals and reviewing progress against these goals, and we also create opportunities for employees to discuss their performance with their superiors at least twice a year. In addition, to increase the fairness of evaluation for employees in managerial positions, we conduct 360-degree feedback, in which their supervisors, colleagues, and subordinates all provide feedback.

Employee Data

		FY2016	FY2017	FY2018	FY2019	FY2020	
Number of employee ¹	Non-consolidated		6,363	6,261	6,142	5,523	5,533
		Male	5,363	5,256	5,122	4,590	4,552
	Female	1,000	1,005	1,020	933	981	
	Consolidated	21,574	22,055	23,337	11,494	11,602	
Ratio of basic salary and remuneration per employee by gender ²	Managerial positions	Base salary	—	—	—	—	1:1.02
		Total remuneration	—	—	—	—	1:1.03
	General positions	Base salary	—	—	—	—	1:1.17
		Total remuneration	—	—	—	—	1:1.17
Percentage of women in managerial positions (%) [*]		4.8	5.4	6.1	6.7	7.2	
Turnover rate (%) ⁴		3.4	3.2	4.1	3.6	2.4	
New employees (foreign nationals) ⁵	Male	201 (34)	203 (16)	237 (10)	203 (7)	203 (5)	
	Female	73 (20)	67 (7)	74 (3)	66 (3)	66 (3)	
Number of mid-career hires		34	19	60	50	76	
Percentage of mid-career hires among new hires(%)		17	9	24	17	27	
Number of rehires ⁵		43	45	57	57	47	
Ratio of employees with disabilities (%) ⁶	Non-consolidated	2.1	2.2	2.2	2.4	2.4	
	Non-consolidated and domestic Group companies ⁷	2.0	2.2	2.1	2.3	2.3	

*1 As of March 31 for each fiscal year

*2 Same salary structure applied to both male and female employees; differences are due to age structure, grade structure, etc., and the ratio is female to male

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

*4 As of March 31 for each fiscal year, scope: NTT Communications Corporation, excluding seconded employees

*5 As of April 1 for each fiscal year, scope: NTT Communications Corporation

*6 As of June 1 of the following year for each fiscal year

*7 NTT Communications Corporation and 9 domestic Group companies

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Maintaining and Improving Motivation

Ongoing Employee Satisfaction Surveys

We have been conducting employee satisfaction surveys since fiscal 2011 and implementing measures to address issues identified in the results to improve employee job satisfaction and productivity. In fiscal 2014, we started using the Great Place To Work®* Institute's indexes as benchmarks, which help us to recognize our strengths and weakness objectively as we seek to improve employee satisfaction.

*A specialized institution in research and analysis relating to job satisfaction that is active in more than 60 countries. It publishes a list of companies and organizations recognized as having attained a certain level using influential media.

◆ Outline of Survey

Period conducted: December 2020
 Survey targets: NTT Communications Group employees, contract workers, etc., in Japan
 Number of respondents: 13,461 (response rate: 89%)

Enhancing Employee Motivation through the New Business Creation Contest (DigiCom)

To expand its future horizons, the NTT Communications Group actively invites employees to submit ideas for new businesses and services. As part of this effort, the DigiCom contest for new business creation was launched in 2016 to develop new ideas for the next pillar of NTT Com's business. The seventh DigiCom contest was held in 2021.

In fiscal 2021, 64 teams and 220 participants entered the contest, and based on facts gathered during user interviews, they verified the hypotheses of their own business ideas. The teams that made it through the qualifying round in November presented their business ideas to the Company at Demoday in January 2022.

Even after the contest ended, the teams continued to pursue the commercialization of their ideas, and one that made it through the 2020 DigiCom qualifying round, which focused on the challenges of live streaming in the music industry, proposed a live video delivery platform service. In collaboration with Smart vLive, a low-latency live delivery platform service developed by the Application Services, we achieved the successful launch of the service by inviting 2,000 people to a live music delivery demonstration event in July 2021.

The contest represents an opportunity to nurture a challenging mindset and corporate culture as well for discovering and developing talent. We will continue pursuing initiatives that go beyond developing new businesses and services to include maintaining and raising employee motivation.

◆ DigiCom



Labor-management Relations

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

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Our Approach

The NTT Communications Group focuses on creating workplaces that allow personnel with diverse backgrounds to work to the best of their ability, regardless of gender, sexual orientation or sexual identity, age, birthplace, nationality, or disability. In addition, we value a corporate culture where employees with different backgrounds respect each other and share their diverse values. These efforts are our priority activities in line with SDG 5, "Gender equality," and SDG 8, "Decent job and economic growth."

In recent years, we have been working to create an environment that allows employees to experience diverse workstyles by promoting the use of ICT. Promoting diversity is essential for the sustainable development of our business, and we will continue our efforts to ensure that our employees enjoy fulfilling personal and work lives.

Primary Concept

To respond to diversifying customer needs, the NTT Communications Group is striving to create a work environment that encourages employees with different personalities and backgrounds to work together. This maximizes their abilities as they deliberate over values and generate ideas that open up new business opportunities. Therefore, we are actively promoting and disseminating diversity across the organization.

Diversity Promotion

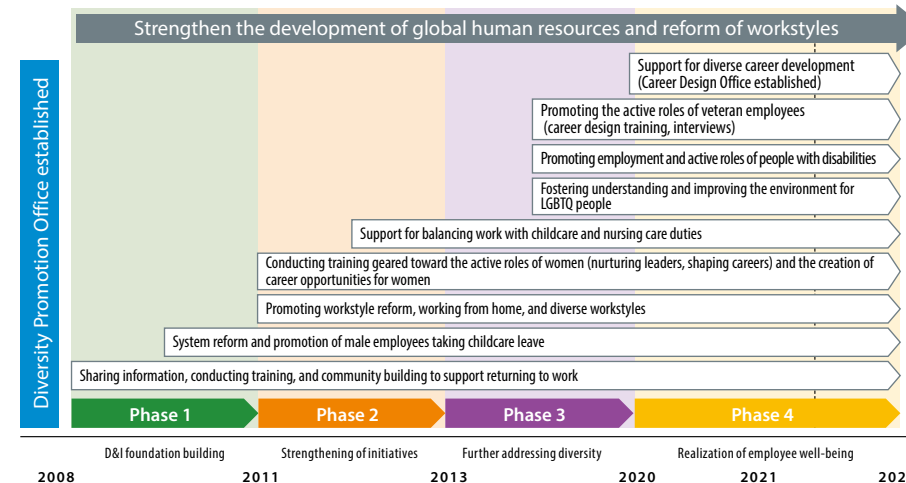
Promotion of Diversity Fundamental Policy

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

Main Achievements in Fiscal 2020 and Goals for the Coming Years

In fiscal 2020, we did not limit ourselves simply to boosting the percentage of women in managerial positions. We recognize that in a few years the employee population at the veteran tier will increase. In addition, we need to face up to the reforms of businesses and the challenge of new growth fields in the next few years. We also need a new workstyle suitable for employees who are rehired after retirement age. To address all these challenges, we have been building tailor-made careers for veteran employees to provide new challenges and opportunities for fully exercising their expertise, allowing them to keep working at a high level of motivation. In addition, to further promote the diversification of our global human resources, we are continuing to hire students from overseas and conducting employee exchanges with overseas Group companies. Going forward, we will remain committed to promoting these initiatives.

Diversity and Inclusion Trends



Priority Initiatives Going Forward

- Encouraging male employees to take childcare leaves
- Further promoting the active roles of women
- Exploring workstyles that allow employees to choose where to work
- Appointing women to managerial positions by taking advantage of diversity

Principal External Evaluations



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Employment, Training, and Promotion of Diverse Human Resources

Promoting Women's Participation and Advancement

In line with the NTT Group's declaration to double the number of female managers in its organization, the NTT Communications Group supports employees at various stages of their career development and actively recruits female employees to increase opportunities for engaging diverse human resources. As a result of supporting career development and active roles of female employees that lead to more women in managerial positions and continuously implementing measures that support female employees facing life events unique to women, as well as systems and measures that support employees with young children, we received the highest order of certification for Eruboshi in May 2016 from the Minister of Health, Labour and Welfare based on the Act of Promotion of Women's Participation and Advancement in the Workplace^{*1} as well as Platinum Kurumin certification in October 2017 based on the Act on Advancement of Measures to Support Raising Next-Generation Children^{*2}.

In fiscal 2020, we successfully achieved our target of increasing the ratio of female managers to 7.0% (actual: 7.2%). In March 2021, we formulated an action plan for the period up to 2025 based on the Act on Promotion of Women's Participation and Advancement in the Workplace, and we will continue to promote the active participation of women by expanding opportunities for their further advancement and presenting a variety of role models while aiming to achieve a 15% ratio of female managers by 2025.

In fiscal 2020, we continued to hold seminars and training programs for young employees and leaders. We also used

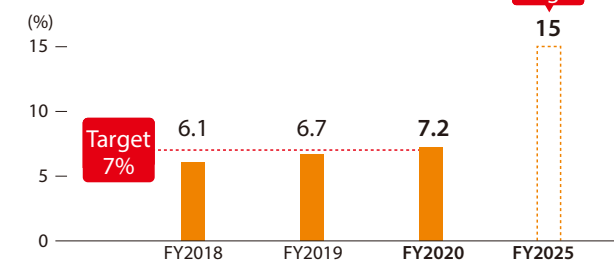
NewsPicks and external lectures by the senior vice president of Human Resources to inform employees about the possibility of further advancement of women through a new remote workstyle to help change and foster employee awareness.

^{*1} 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 101 or more employees are obligated to draw up action plans to encourage the active participation of female employees.

^{*2} This act was established to drive measures to support raising the next generation of children. Its initiatives are not all government-led, and large companies with more than 100 employees are obligated to draw up action plans to support employees raising young children.

 For more information about NewsPicks, see:
<https://newspicks.com/movie-series/84?movieid=1336>
(Japanese only)

Ratio of Female Managers



(Scope: Employees seconded to NTT Communications Corporation and 15 NTT Group companies)

Employing Persons with Disabilities

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

determining their job descriptions.

As of June 1, 2021, the NTT Communication Group's rate of employees with disabilities is 2.41% at the Group level. We also hire at the new graduate level as well as mid-career level through employment agencies. In addition, we have retention programs to ensure these employees stay with the Company. Employees are positioned and actively contributing in various parts of our organization including sales and engineering.

Alternative Career Designs

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

Membership-type employment is a form of employment for those who wish to gain work experience and improve their expertise in a wide range of business fields and job categories, and it is based on a conventional, Japanese-style lifetime employment. On the other hand, job-type employment is for those who wish to focus mainly on increasing their expertise in a specific field and, in principle, their job content stays unchanged (no personnel transfer), and such employees are referred to as specialists at the Company.

In addition, we have already 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 different workstyles, including not only alternative work days and short working hours but also workstyles 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.

In April 2021, we introduced a system that allows employees to continue to work beyond the age of 65 and up to the age

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of 70, as long as their work is required by the Company. Along with these systems that support the career aspirations of the working-age population, we are promoting initiatives to build tailor-made careers for seasoned employees to enhance their willingness to take on challenges by providing them with opportunities to play active roles, and we ensure them that they can continue to demonstrate high levels of performance and maintain their motivation.

Home-based Contact Center Operations and Home Visit Support Operations Provide Employment Opportunities for Human Resources Nationwide

NTT Com CHEO provides contact center and home visit support operations by employing independent contractors around Japan who handle these operations by teleworking from their homes. The NTT Com CHEO's home-based contact center operates at a very high standard in terms of service level and customer satisfaction. In 2018, it passed the audit for the COPC® Customer Experience Standard certification, an international standard for contact center operations, and became the first work-from-home contact center in the Asia-Pacific region to obtain certification. As a group of professionals in the call center business, many of its employees have been certified as a COPC CSP Implementation Leader from the perspective of human resource development.

The active promotion of DX has made it possible to conduct all processes from hiring to training and business management from home, thereby providing flexible employment opportunities to those unable to work full-time for reasons such as moving, childbirth, childcare, or nursing care. As a result, we were able to make a smooth transition while maintaining operational efficiency and service quality even during the COVID-19 pandemic. Moving forward, we will

continue to focus on initiatives that encourage the adoption of teleworking and in turn create a society in which everyone with motivation and the ability to work is able to do so.

 For more information on NTT Com CHEO's initiatives on telework, see: <https://www.nttcheo.com/corporate/telework/> (Japanese only)

Initiatives for LGBT 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 COVID-19 pandemic, we have been developing an environment in which individuals who identify as LGBTQ can engage in their work with a sense of security, through measures such as distributing a virtual background that can be used in remote meetings to those who declare themselves as allies to confirm their support publicly. 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. In fiscal 2020, we were awarded the Gold rating, the highest in its PRIDE Index, for the fifth consecutive year since receiving the rating for the first time in fiscal 2016.

◆ Virtual background distributed to allies



◆ PRIDE Index



Maintaining and Improving Employee Health

Our Approach

The concept of “decent work” as declared by the International Labour Organization (ILO) at the 1999 International Labour Conference has been widely adopted by many global corporations, with the goal of implementing human resources and occupational safety and health initiatives to ensure that employees find satisfaction and human dignity in their work. In addition, spurred on by SDG 8 “Decent Work and Economic Growth,” there has been a greater public expectation for building a framework in which people can lead healthy, satisfying lives that include working.

Thoroughly implementing occupational safety and health policies is clearly a key to establishing work environments in which employees can perform to the best of their abilities. However, we have always believed that another factor is just as important: ensuring that the work environment is and remains a place that allows employees to lead healthy and satisfying working lives. We therefore value both respect for work-life balance and the thorough implementation of occupational health and safety practices. These provide the pillars for our actions directed toward maintaining and improving employee wellbeing.

Primary Concept

To create more satisfying workplaces and help employees improve their work-life balance, 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 further ease work hour restrictions. In addition, we introduced the Remote Work Allowance System to promote the use and establishment of remote work, including telecommuting, and succeeded in having approximately 80% of our employees work remotely on average, thereby greatly reducing the physical and mental burden of commuting.

We have also designated a special month for encouraging employees to spend more quality time in their private lives to ensure proper work management, reduce working hours (overtime), and promote the planned use of paid leave, and we periodically distribute email newsletters that highlight efforts for improving work efficiency and communications.

◆ Main Changes in the Work Environment

	Conventional	As of October 2021
Remote work system	Up to 8 days in a month	No limit on the number of days
Flextime system	Core hours (10:00 A.M. to 3:00 P.M.)	No core hours
Remote work allowance	None	Newly established (200 yen × number of days worked remotely)
Commuting expense system	Commuter fare payment	Payment of actual expenses (one-way transportation expenses based on route × number of times actually commuted)
Minimum work hours per day	4 hours	3 hours (between 7:00 A.M. and 10:00 P.M., not necessarily consecutive)
Split work schedule	Yes	Yes

Main Achievements in Fiscal 2020 and Goals for the Coming Years

The total number of work hours increased from 1,885 hours per employee in fiscal 2019 to 1,980 hours in fiscal 2020. Due in part to the transition from a commuting-oriented workstyle to a remote workstyle, we cannot make a simple comparison, but we recognize that the increase in total working hours is still an issue. We will further study the ideal form of remote work to reduce the total number of work hours.

As for our “thorough implementation of occupational safety and health” pillar, we focused on reducing the number of workplace accidents. We endeavored to raise awareness of workplace accidents and promoted preventive measures, resulting in one incident, which was lower than the previous year (four incidents). Combined with a health checkup rate of 99.5%, we can report having come close to meeting our goal for this year. Going forward, we will continue with our efforts to maintain and improve employee health across all our workplaces.

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Work-life Balance

Supporting the Balance between Career and Child Raising/Nursing Care

NTT Communications is committed to implementing the Measures to Support Next-Generation Childcare, which emphasize the importance of the healthy upbringing of children, who will lead the next generation. We have formulated a General Business Action Plan to strengthen an overall environment that offers a variety of working arrangements to all employees, including those not raising children. We are steadfastly making progress toward achieving the targets outlined in this plan.

We are engaged in action plans based on the Act on Advancement of Measures to Support Raising Next Generation Children^{*1}, and as a result we were designated as a certified business operator by the Tokyo Bureau of the Ministry of Health, Labour and Welfare in fiscal 2008, 2011, 2015, and 2017. We are currently working on our Fifth Action Plan (April 1, 2017 through March 31, 2022) and enhancing our work environments so they become places where every employee can excel with a sense of personal satisfaction and diverse workstyles are mutually accepted and understood. These efforts have been externally recognized, and as a result we received Platinum Kurumin certification in October 2017.

In fiscal 2020, we continued to hold new parent preparation seminars and received from all participants responses indicating that the seminars had benefited them. Also, in fiscal 2021, we continued to conduct seminars for employees returning to work and created communities for employees on leave. At these various seminars, we introduced diverse workstyles and presented role models to all interested employees to support their career development through life events.

*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 more than 100 employees are obligated to draw up action plans that support employees who are raising young children. Certified companies are entitled to use the Kurumin and Platinum Kurumin logos.

◆ Platinum Kurumin logo



◆ Eruboshi logo



◆ Tomonin logo



◆ Changes in the Number of Employees Who Took Maternity, Childcare, or Nursing-care Leave in Fiscal 2020

		FY2016	FY2017	FY2018	FY2019	FY2020
Maternity leave (persons)		74	84	63	55	54
Childcare leave (persons)		152	89	173	121	98
	Female	141	84	161	111	92
	Male	11	5	12	11	6
Total number of reinstated employees from childcare leave (persons)		77	64	82	70	77
	Female	67	58	72	61	60
	Male	10	6	10	9	17
Total number of employees who were still with the Company as of 12 months after reinstatement from childcare leave ^{*1} (persons)		74	64	78	67	74
	Female	65	58	68	59	58
	Male	9	6	10	8	16
Reinstatement rate ^{*2} (%) and retention rate ^{*3} (%) of employees after childcare leave						
Reinstatement rate	Female	100.0	100.0	96.0	96.8	96.8
	Male	100.0	100.0	90.9	100.0	100.0
Retention rate	Female	97.0	100.0	94.4	96.7	96.7
	Male	90.0	100.0	100.0	88.9	94.1
Nursing care leave (persons)		3	4	4	8	8
	Female	2	2	3	5	4
	Male	1	2	1	3	4
Average number of paid leave days taken (days)		17.5	17.4	17.7	16.2	14.0
Average paid leave acquisition rate (%)		88	87	89	81	70
Resignation without reinstatement (persons)		0	0	4	2	2
	Female	0	0	3	2	2
	Male	0	0	1	0	0

*1 Number of reinstated employees after childcare leave in fiscal 2019 that were still with the Company 12 months later

*2 (Number of reinstated employees in fiscal 2020 ÷ (Number of reinstated employees in fiscal 2020 + Number of employees who resigned without reinstatement from childcare leave in fiscal 2020))

*3 (Number of employees who were still with the Company as of 12 months after reinstatement from childcare leave in fiscal 2019 ÷ Number of reinstated employees from childcare leave in fiscal 2019)

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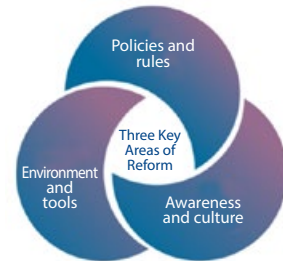
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Promotion of Workstyle Reform

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

Three Key Areas of Reform



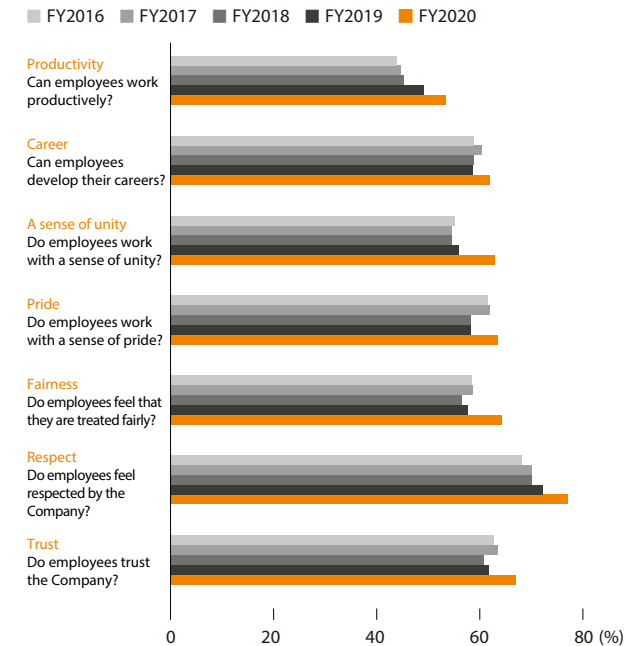
Since the pilot introduction of remote work in 2002, we have promoted reform using ICT and data, as evidenced by the participation of 6,350 employees in Telework Days from 2018 to 2019. As the pandemic started to accelerate in February 2020, we were quick to make the decision to shift to Companywide remote work. From that year to the present, we have maintained a remote work rate of 80%.



Through our transition to remote work, we have reaffirmed our goal of offering each and every employee the opportunity to choose a workstyle that allows them to fully demonstrate their capabilities and continued our reform to address

issues and situations that have newly emerged amidst the accelerating pace of changes. As a result, we achieved a record high level of employee satisfaction in fiscal 2020.

ES Survey Results

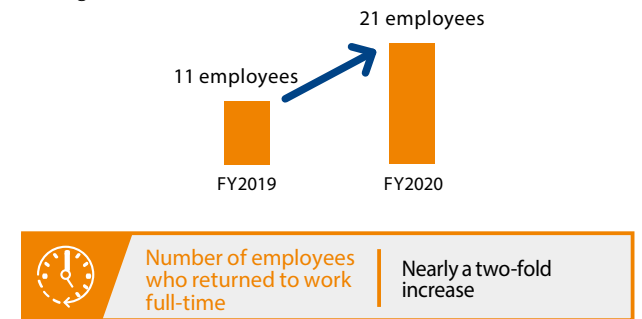


Policies and Rules

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

Through these efforts, we have created an environment in which employees facing a variety of challenges, including childcare and nursing care, can continue to play active roles, resulting in an approximately two-fold increase in the number of employees returning to full-time work from working shorter hours. In the fiscal 2020 employee satisfaction (ES) survey, the percentage of female employees who responded positively was at the same level as male employees. Some respondents also stated that the remote work and flextime systems made it easier for them to return to full-time work after childcare leave or working shorter hours.

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.



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Environment and Tools

Although we asked all of our employees to work from home during the pandemic as a general rule, there were still certain situations that required them to come to the office, such as to fill out paper applications and sign contracts. 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 the “new normal,” we reviewed our entire business process, including digitization and moving online.

As there were fewer opportunities for employees to communicate with each other outside of meetings, we released NeWork, a communication tool that allows for simple consultation and chatting. This tool has made communication more active even in a remote environment. In addition, we produced and released outside the Company the Remote Work Handbook, which summarizes tips^{*1} and manners for remote work, and the Onboarding Handbook, which summarizes tips for a series of acceptance processes for newly appointed employees or those who have returned from long leaves of absence to quickly become established as members of the organization and team and become effective working members.

In addition, we rolled out secure computers throughout the Company in addition to thin clients^{*2} and BYOD^{*3} that had been introduced in fiscal 2018 to enable speedy startup of computers and realize a working environment using fat terminals that are unaffected by the network environment. Introducing Companywide application software has eliminated the need to install servers for each organization, thereby reducing the workload of the Information Systems. About 98% of employees expressed positive opinions about secure computers, and the Information System Department has begun to take on new challenges including data utilization. Looking ahead, we will continue to pursue automation and higher efficiency through DX.

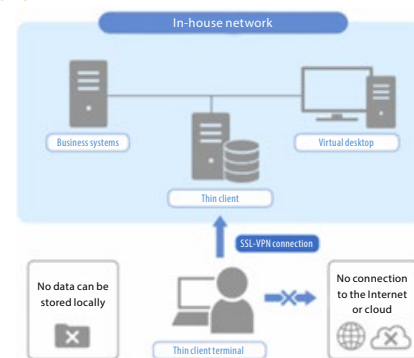
*1 Ideas and techniques for operating computers and software

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

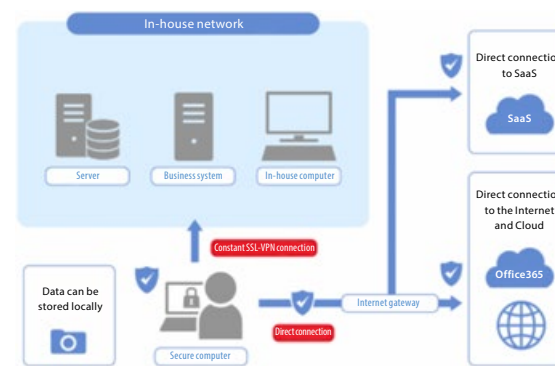
*3 Bring Your Own Device: A policy under which employees are permitted to use their personal mobile devices at work

Image of the New Work Environment

Before Previous Office ICT Environment



After Office ICT Environment with Secure Computers



Raising Awareness and Corporate Culture

While we have created an environment for remote work, we have taken both top-down and bottom-up approaches, recognizing that necessity of creating a culture and atmosphere where employees do not feel alienated or anxious given the situation where they are unable to easily see how each other is doing.

As part of the top-down approach, executives took the initiative in working from home, such as by holding executive meetings remotely, and top management itself promoted the workstyle reform. In addition, the senior vice president of Human Resources devised an open communication style, such as 5mins HR, a video presentation giving a brief explanation of HR initiatives and the HR system to the entire Company.

In terms of the bottom-up approach, we conducted one-on-one meetings to ensure that there were no inconsistencies in information sharing or communication among employees and make sure they were on the same page. We supported employee growth and provided physical and mental health care to help them achieve their full potential while fostering a sense of trust between the Company and employees.

As a result of these efforts, despite the general tendency to feel alienated and anxious when working in a remote work environment, in the fiscal 2020 ES survey, the percentage of employees who responded positively to the question of whether they were working with a sense of unity increased by 7 points (63.2%) compared to the previous year, the largest increase in the survey. We will continue our efforts to further implement these initiatives.



(largest increase in the FY2020 ES survey)

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Cafeteria Plan

NTT Communications offers various benefits to its employees at different points of their careers, based on their needs and lifestyles. Specifically, we have implemented the Cafeteria Plan system, which allows employees to choose from 18 wide-ranging benefit options that match their respective lifestyles within the limit of points assigned to them in advance. And we provide 23 benefits that can be chosen regardless of points. These include a package of general benefits that also apply to employees' families in areas such as healthcare, childcare, and nursing care. For example, employees can choose from four major physical fitness clubs and use the facilities for 500 yen (plus tax) per session. These options are used by more than 80% of the employees.

In the last few years, we have been reviewing the options to focus on health maintenance and promotion and established the M3 Patient Support Program (M3PSP)* in fiscal 2020 to recommend the most suitable medical treatment for employees and their families from the perspective of further enhancing support for the early treatment of illness and early recovery.

We plan to offer more options in future so as to provide a system that overall is even more beneficial to employees.

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

Encouraging Employees to Take Various Leaves

As part of our work-life balance initiatives, we encourage employees to take their entitled leaves. We strive to establish work 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 2020, 14.6 paid leave days were used per person, on average.

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

Support for Employee Leave

	Main Support
Support for maternity and childcare	<p>We support employees expecting or raising children to balance work and family life through the following systems and measures.</p> <ul style="list-style-type: none"> • Maternity leave (6 weeks before and 8 weeks after the date of birth) • Childcare leave (until the child turns 3) • Shorter work hours for childcare (choose from 4, 5, or 6 hours per day until the child reaches the third grade of elementary school) • Restrictions on overtime and late-night work • Issuance of discount coupons for childcare services
Support for nursing care	<p>We support employees caring for a family member to balance work and family life through the following systems and measures:</p> <ul style="list-style-type: none"> • Short-term leave system for nursing care • Nursing care leave (up to 1 year and 6 months) • Shorter work hours for nursing care (choose from 4, 5, or 6 hours per day) • Restrictions on overtime and late-night work • Issuance of discount coupons for nursing care services
Support for continued employment	<ul style="list-style-type: none"> • Employees are entitled to a certain period of leave when they are injured or become ill. • They can also take sick leave after the period of sick leave has elapsed, depending on their condition and based on the approval of their medical doctor (maximum period of sick leave: 3 years).
Support for balancing work and family life in case of illness	<ul style="list-style-type: none"> • Employees are entitled to a certain period of leave when they are injured or become ill. • They can also take sick leave after the period of sick leave has elapsed, depending on their condition and based on the approval of their medical doctor (maximum period of sick leave: 3 years).
Support for LGBTQ and other sexual minority employees	<p>Some of the systems related to life events (special leave, congratulatory and condolence payments, etc.) are available to same-sex partners.</p>
Others	<p>We offer leave systems to meet a variety of needs, including volunteer activities and recurrent learning.</p> <ul style="list-style-type: none"> • Life plan leave (5 days granted for every 5 years of service, which can be set aside as part of annual leave)

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Thorough Occupational Safety and Health Management

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

At offices with 50 or more workers, we have set up a Health and Safety Committee. The committee strives to achieve a 100% health checkup implementation rate and implements measures to ensure a healthier workplace environment, prevent occupational accidents, and reduce long working hours. In fiscal 2020, we particularly discussed preventive measures against COVID-19 and measures to address new issues arising in the remote work environment and deployed these measures in each building.

We are also 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)

FY2016	FY2017	FY2018	FY2019	FY2020
3	4	5	4	1

Scope: NTT Communications on a non-consolidated basis (excluding a rugby team of the Symbol Team activities)

Health Management

Improving Employee Health

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

Recently we have emphasized certain measures for maintaining physical health. In fiscal 2020, we sought to raise employee awareness and improve lifestyle habits by organizing the Com-Walk campaign for all employees, which was very popular last year, and the Health Challenge campaign to encourage employees to improve their eating habits by using a meal app (COM-Meal). We also developed a program that allows those with lifestyle-related diseases to receive the necessary health guidance online. As a result of these efforts, the percentage of employees receiving the health guidance increased from about 50% in fiscal 2019 to about 80% in fiscal 2020. We will continue to encourage employees to receive health checkups to achieve a 100% checkup rate.

◆ Health Challenge 2020 Featuring Com-Walk and Com-Meal Campaigns



For staff in their first to third years, we offer one-on-one counseling on an ongoing basis as well as other types of

support (427 participants in fiscal 2020). Other measures for further expanding our support include setting up consultation desks, both in and outside the organization, and counseling programs for employees being sent on overseas assignments.

These efforts resulted in our being recognized in March 2021 for the third consecutive year as an outstanding enterprise under the White 500 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 work environments and further strengthening the capability of those providing mental health care at each workplace.

◆ Health and Productivity Management Health Management Certification logo



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Measures for Mental Health

We have established several consultation services both in and outside the Company to help employees with various types of mental health issues. Employees seeking advice on mental and physical health can consult with their organization's physician or public health nurse, while those who wish to seek advice on a wide range of matters, including private issues such as childcare and nursing care, can contact the Mental Condition Support Desk, staffed by clinical psychologists and other specialists. In addition, we conduct group analysis of the results of the annual stress check for each workplace and hold three-way discussions among labor (union), management (Company), and health (health management center) on issues and future measures that can be applied to improve the workplace.

In fiscal 2020, we conducted the mental keeper training course for 139 employees (total number of certified employees: 3,235) to further enhance line care in the workplace. At the same time, we conducted a pulse survey every month to ensure that we are not missing any signs of changes in employees even in a remote work 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