



Create Attractive Workplaces

Relevant GRI Standards: 103-2/401-2/402-1/404-3

Policies and Concepts

Retaining a diverse array of competent human resources serves as a powerful management foundation for any organization. This requires the development of employment conditions, such as fair evaluation, equal opportunity, opportunities for growth and benefit programs. Students seeking jobs now take benefit programs and favorable working conditions into account when selecting companies. Accordingly, the creation of an attractive workplace has also become vital from the standpoint of securing competent human resources.

The NTT Group has developed a personnel system that responds to diverse work styles and provides generous benefit programs for employees and their families to create an environment in which employees can work comfortably and fully demonstrate their abilities.

We are also currently constructing a personnel database for registering past career experience and expert knowledge of employees engaged in our international businesses to accelerate the pace of visualizing and nurturing global human resources toward ensuring an optimal allocation of personnel.

Organization for Implementation

To attract, in the coming years, superior human resources who thrive on the global stage, NTT Group companies have launched a joint information website for students and are jointly hosting NTT Group events. Also, to secure highly capable personnel, not only from Japan but from around the globe, we are promoting hiring worldwide.

In order to measure the results of these activities, we conduct surveys of the level of satisfaction felt by NTT Group employees toward their work and workplaces. We intend to continuously monitor this benchmark to understand outstanding issues and seek improvements.

Main Initiatives

Enhancing Employee Satisfaction

The NTT Group strives to understand the issues at hand in order to improve its working environment and corporate mechanisms toward creating companies that are acceptable for workers. As part of this effort, we regularly conduct a survey of employees at Group companies and use the results to improve the working environment.

Fair Evaluation and Compensation

In our employee qualification system, the NTT Group puts priority on performance and sets behavior and performance targets tailored to each qualification rank. By steadily and accurately carrying out a series of evaluation processes that feedback evaluations based on these targets, our personnel system promotes autonomous and independent work by employees.

Personnel Evaluation System that Employees Find Very Fair

Rather than having each company operate its own mechanisms for human resources management and development, we operate an all-inclusive system for managing employees' placement, capacity building, evaluation, rating and payment, centered on an employee qualification system that indicates our expectations in terms of behavior and performance according to employee level. Proper evaluation requires appropriate execution of a series of processes that span target setting, everyday communication, evaluation implementation, and interviews to provide feedback. Toward this end, we adhere to the following cycle (evaluation system applies to 60% of the NTT Group).

Regular Personal Interviews with Superiors and Human Resources Managers

NTT Group employees meet regularly with their superiors and human resource managers for personal interviews to ensure that they share the same perception as their superiors regarding performance targets and the processes required to achieve them, to share thoughts on areas that can be improved, and to discuss career paths and personal growth.

Employees are given six opportunities each year to talk personally with their superiors, once each at the start, middle, and end of each fiscal year, plus one overall evaluation feedback interview and two performance evaluation feedback interviews (April and October). The first interview of the year is for employees and their superiors to align their views on targets for the year and for the superiors to provide advice. The mid-year, year-end and feedback interviews are for managers and their subordinates to review results, performance, and the processes for achieving targets, and for managers to provide advice and motivation for making further improvements and growth. The implementation of these interviews is managed so they are held without fail, except when vacations or leave prevent them from being held in the allotted time.

Evaluator Meetings

Evaluator meetings have been held twice annually—once in the spring and once in the autumn—since fiscal 2001. We endeavor to enhance the fairness and objectivity of our evaluation process and prevent subjective and arbitrary evaluations by having all of the evaluators in the same business unit hold evaluator meetings to align their evaluation criteria and perspectives.

Evaluator Training

We provide employees in evaluator positions with evaluator training (e-learning) and new manager training as well as our Human Resources Evaluation Manual as part of our efforts to further improve the fairness of evaluations and employee satisfaction. We also provide employees subject to evaluations with training for the evaluations, training for setting targets, and other training, a handbook explaining evaluation, target setting, online educational tools for promoting understanding of our human resources management and pay systems, and a collection of high performance model examples.

Improving Human Resource Management and Payment Systems

The NTT Group implements policies aimed at enabling each and every employee to make the most of their abilities as members of Team NTT and to grow steadily as competent professionals and take the initiative in developing their careers.

We reconstructed our human resources management and pay systems in 2013 as part of our efforts to create an environment in which employees of all ages can realize their full potential in a way that grows our business. We also hire the right mix of both people possessing frontline skills and specializations, and people eager to take on new challenges, based on our perception of the period from start of employment up to the age of 65 as a single block. The new systems are designed to better reward employees who perform the roles and produce the results expected of them through introducing evaluation-based compensation and expanding results-based awards.

Work and Leave Style Reforms for Promoting Work-Life Management

The NTT Group seeks to create new value through innovation. In order to accomplish this goal, there is a strong need for all NTT Group employees to break away from traditional work styles to adopt more efficient practices not bound by time and place, and thereby exercise greater levels of independence and creativity. We are also aware of the great importance of supporting this shift by cultivating a deeper understanding of work-life management throughout workplaces and fostering a corporate culture that accepts the diverse work styles of each individual employee. From this standpoint, in 2017 the NTT Group made a Work Style Reform Declaration, which represented the shared sentiment of all executive officers, managers and employees.

We are currently pursuing improvements in overall work processes together with business partners while advancing initiatives for helping employees maintain good physical and mental health and for encouraging reforms in the work styles of individuals. NTT has also set a goal of shortening total hours worked by achieving 1,800-1,850 total hours actually worked by the end of fiscal 2022.

NTT Group Work Style Reform Declaration

1. Fundamental Policy

Recognizing that the health and safety of all employees and business partners is of the utmost importance for achieving sound, creative and efficient business administration, we will pursue work style and leave style reforms while improving overall operating processes together with business partners as part of our enduring commitment to reduce total hours worked and, in principle, completely eliminate late night overtime.

2. Action Guidelines

(1) Executive officers and managers

As leaders of work style reforms, will take the initiative in improving overall operating processes, including through collaboration with business partners. Will provide appropriate advice and assistance regarding employees' work styles and work-life management.

(2) All employees

Will be fully mindful that it is critical to complete job tasks within prescribed working hours and will endeavor to achieve work styles that are independent and efficient. Will work to enrich their hearts and minds by varying the way they work and proactively taking vacations.

Use of the Telework System

All employees who work at the NTT Group review the way they work in order to develop efficient, flexible work styles through the active use of remote work and flextime programs that we provide as an ICT company. In fiscal 2018, the NTT Group declared its support for the intention behind Telework Days*¹, and we actively participate in this initiative. Twenty-one companies participated in 2018 and in July 2019, and over 100 Group companies took part as implementing organizations, fully cooperating organizations, and other roles. To provide an environment for realizing flexible work styles, we have established various work systems tailored to the business characteristics of each Group company (e.g., flextime, super-flextime, a program that enables working hours to be changed for a one-year period, discretionary work systems, and split shifts). The NTT Group companies in the Tokyo metropolitan area are also actively participating in the Smooth Biz*² initiative promoted by the city through various work systems and implementing flexible work styles such as staggered working hours.

Under the Telework Pioneer 100 Selection program launched in 2015, the NTT Group views itself as a “telework pioneer” along with the companies and organizations publicly recognized by Japan’s Ministry of Internal Affairs and Communications that are leading the way in adopting and promoting telework.

*1 Telework Days : A work style reform initiative aimed at the Tokyo Olympic and Paralympic Games and led by the Ministry of Internal Affairs and Communications, Ministry of Health, Labour and Welfare, Ministry of Economy, Trade and Industry, Ministry of Land, Infrastructure, Transport and Tourism, the Cabinet Secretariat, and the Cabinet Office. The initiative designates July 24 as Telework Day and calls on companies to implement telework.

*2 Smooth Biz : An initiative launched by the Tokyo Metropolitan Government that includes promoting a range of measures such as telework, staggered business hours, and transport demand management (TDM) to establish a Tokyo model of new work styles and company activities with the aim of realizing a society where all people can work and participate with vigor.

 [Commentations and External Valuations](https://www.ntt.co.jp/csr_e/award.html) https://www.ntt.co.jp/csr_e/award.html

Encouraging Employees to Take Various Types of Leave

The NTT Group is actively working on not only work style reforms, but also leave style reforms, and as part of this we encourage employees to take annual paid leave in an effort to promote work-life management.

To create an encouraging environment conducive to taking various forms of paid leave, we encourage employees to take long vacations by combining paid leave with long major holidays such as Golden Week holidays, end-of year and New Year holidays, and summer vacation.

As a part of the promotion of taking annual leave, including by managers, NTT also engages in Value Up Friday, by which managers are encouraged to take a leave of half a day or more at least one Friday per month.

Support for Balancing Work with Childcare or Nursing Care

To support childcare and nursing care by employees, the NTT Group has prepared a variety of programs usable by both men and women. We enhance these programs as needed, enabling their flexible use from the perspective of promoting the use of diverse human resources, based on employees’ needs and on the expectations of society.

Amid ongoing changes in employees’ needs concerning health, childcare, and nursing care, in 2018 we conducted a major review of our benefit program menu to prepare environments even more conducive to work, and enhanced our childcare and nursing care support menu as the NTT Benefit Package. Specifically, we introduced a Childcare Concierge to support childcare placement in employees’ areas of residence, and greatly enhanced services such as childcare subsidies. For nursing care, we also established a Nursing Care Concierge for consultations on nursing care, including matching of care managers. We use Tomonin a symbol created by the Ministry of Health, Labour and Welfare to promote the establishment of working environments that allow the balancing of work and nursing care. NTT uses the symbol to publicize its initiatives and develop a workplace environment that enables employees to balance work and nursing care.

Through these initiatives, the NTT Group is striving to develop a working environment in which employees who must care for their children and family members can continue to pursue their careers without having to leave for these reasons. Going forward, we will continue to enhance our various programs for childcare and nursing care while actively developing initiatives to support balancing life and work.

Communicating Information on Childcare and Nursing Care

The NTT Group has established a childcare and nursing care web site with information about the programs and how to use them, and also the experiences of employees who balance childcare and nursing care. In addition, we hold seminars for childcare support and for people returning to work, hold talks with employees before childbirth and after parental leave, and establish nurseries in workplaces. Looking ahead to the coming age of major nursing care needs, our Group companies organize nursing care study sessions and other events aimed at creating an environment that enables their employees to balance work with nursing care commitments. With many interested employees participating in these events, we plan to continue providing such opportunities.

Life Plan Study Sessions

In light of increasing diversity in employee life plans, the NTT Group provides website-based life plan design support for employees reaching age or career milestones to help them consider how they wish to spend the rest of their lives, including their working lives.

We have also established in-house system contact points to promote greater understanding of matters including support and in-house systems for maintaining and improving physical and mental health, personal wealth building, specialist advice for tackling lifestyle-related troubles and issues, life plan creation, and support for balancing work with child or nursing care.

Favorable Labor-Management Relationship

With the exception of managers, most NTT employees in Japan belong to the NTT Labor Union, a member of the Japan Labor Union Confederation, and labor-management relations have remained stable. There have been no labor union strikes for more than 10 years. The Company adheres to the minimum notice period of 10 days before an official announcement, as designated by the Agreement on Employee Relocation under the collective agreement with the NTT Labor Union.