



Maximizing well-being for all

Based on the concept of “Self as We” - moving from a standalone individual toward a community and cultures, the NTT Group is committed to maximizing well-being for all people.

Maximizing well-being for all

The NTT Group revised its existing Human Rights Charter and established the new NTT Group Human Rights Policy in November 2021 applying business activities internally and externally for addressing international practices. There has been a growing awareness of various issues related to human rights both in Japan and overseas, and the responsibility of companies has become more important than ever. Creating and coexisting with a society that recognizes diverse cultures and understands different values is vital for maximizing well-being. This means understanding and accepting differences, and being inclusive. The key to this approach is taking an altruistic stance. In essence, it is respecting human rights based on the concept of altruistic coexistence (people seek to increase their happiness along with the happiness of others). Adopting this approach will lead to maximizing the well-being of everyone. With this in mind, we aim to ensure that each and every one of our 320,000 employees can perform to the best of their abilities and that no human rights violations occur across the entire value chain. The management team will take the lead in respecting the human rights of all stakeholders, and reviewing and improving our operations whenever necessary, and reflecting them to ensure our business activities fulfill the goal in creating a corporate culture that respects human rights.

Today

What should NTT be aiming for?

Maximizing well-being for all

	Potential Future and Underlying Reasons	Commitments	Action
Respect for human rights	Creating and coexisting with a society that recognizes diverse cultures and understands different values is vital for maximizing well-being. The NTT Group respects the Universal Declaration of Human Rights as well as other internationally recognized initiatives on human rights through its corporate activities, and the NTT Group will pursue ways to respect international human rights principles when there is a conflict between internationally recognized human rights and the laws and regulations of individual countries and regions. Due diligence in human rights will also be conducted throughout the entire value chain, including business partners, to ensure that the NTT Group is fully compliant with human rights best practice at all times.	100% Human rights training and attendance 0 Number of confirmed cases of human rights violations 100% Ratio of direct dialogue with important suppliers The NTT Group will work toward eradicating human rights violations, while also developing a lively employee-friendly work environment to suit a diverse range of personnel	Compliance with the NTT Group Global Human Rights Policy Encouraging society as a whole to respect human rights
Diversity & Inclusion	The NTT Group will work with local communities to promote diversity and inclusion across the entire value chain, which will help create a society that is accepting of even more diverse values where everyone can work while staying true to themselves. To be able to respond to external factors while continuing to create innovation, it is vital that differences and diversity are considered as value, and to transform that value into a viable force.	30% Ratio of women newly promoted to management positions 15% Ratio of women in management roles by 2025 25–30% Ratio of female directors by 2025 (directors + audit and supervisory board members + executives) 30% Ratio of outside personnel by 2023 We will create workplaces where a diverse range of employees can achieve their full potential. We will be hiring, training and appointing diverse human resources, building up a better understanding of working with the LGBTQ community, people with disabilities, those undergoing treatment or suffering from disease, and employees using childcare or nursing care services, to promote an inclusive corporate culture.	Promoting recruitment, training, and education of diverse human resources and women's advancement in the workplace Encouraging of understanding of LGBTQ and promoting the advancement of people with disabilities Supporting a work-life balance that allows for childcare and nursing care
Creating new work style models	We believe that creating a safe and secure workplace, developing employment conditions, and respecting a variety of work styles means a workplace where employees can work energetically in good health, both physically and mentally, so we are implementing initiatives to achieve this. Giving employees a range of options to choose their own working style, working location and career development paths that suit their own particular lifestyles will motivate and invigorate each and lead to the growth of the NTT Group as a whole.	70% Remote work ratio by FY2022 Zero Number of accidents causing injury or death during construction work Improvement in employee satisfaction compared to previous year (engagement rate) Zero Amount of paper used by 2025 We will be reforming working styles while paying consideration for the health of our employees as well as their families and partners. Increasing the specialization of each employee empowers them to take control of developing their own careers.	Promoting remote work and other workplace models Achieving zero fatal accidents as well as maintaining and promoting employee health Supporting autonomous capacity development Promoting paperless operations

Feature 3: Promoting Supplier Engagement



Engaging in direct dialogue

We assess social and environmental risks by conducting the Supply Chain Sustainability Survey to confirm the status of compliance with various guidelines. The survey targets all of the NTT Group's critical suppliers that account for at least 90% of total procurement value, supplier of non-substitutable products and supplier of important products. Based on the results of these surveys, we began supplier engagement activities in fiscal 2021, including direct dialogues with suppliers. The direct dialogue covers subjects such as the environment, information security, and BCP as well as issues related to forced labor and human rights

risks. In the dialogue meetings, we exchange opinions with all our suppliers, and check with our suppliers about how they are handling occupational health and safety at the workplace and other factors. With regard to human rights, we will conduct human rights due diligence based on the NTT Group Human Rights Policy that was revised in November 2021, as part of initiatives for correcting violations of forced labor or human rights. We will continue working with high ethical standards together with all of our suppliers and strive toward resolving the various issues related to human rights that exist in various countries and regions.

Becoming a member of JAC (Joint Alliance for CSR)

In July 2022, NTT became a member of the association of telecom operators, Joint Alliance for CSR (JAC) that involves conducting CSR audits of ICT suppliers around the world. By becoming a member of JAC, NTT will be able to better coordinate efforts with global telecommunications carriers, and exchange intelligence on CSR-related conditions and challenges of each company in the supply chain and the best practices with the other JAC member companies, and thus will be able to promote supplier due diligence on a global level. NTT is the first Asian telecommunications carrier to join the association and will contrib-

ute to realizing a sustainable society by building and maintaining a safe and secure supply chain.

The NTT Group will focus on enhancing CSR throughout the entire supply chain by holding meetings to exchange information with global telecommunications carriers, and by participating in JAC activities such as joint audits as a JAC member. In addition to supplier audits it conducts itself as a JAC member, NTT will continue to hold direct dialogue with all suppliers as part of supplier engagement activities.

Supply Chain Sustainability Survey
conducted for approximately
130 companies annually
(90% of total procurement value)

Engage in direct dialogue
with 40 to 50 companies
annually

Important
suppliers

Suppliers

Reinforce Supply Chain Management

Inclusion of diverse values

Respect for human rights throughout the entire value chain

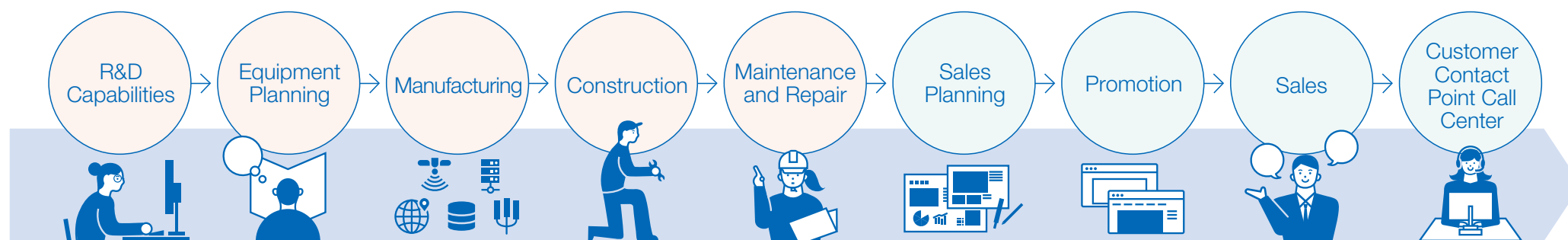
We will strive to build relationships of trust and cooperation with our stakeholders to better understand and respond appropriately from the perspective of those affected by our business.

As the NTT Group handles a wide variety of network and digital services worldwide, ensuring a sustainable value chain has become one of the most critical issues.

Various problems have arisen in the supply chain in recent years, such as long working hours, child labor, illegal dumping of chemical substances, and bribery. Therefore, companies are required to comply with social norms and laws in their procurement activities and fulfill their social responsibilities.

In response to this situation, NTT Group will ask all members of the value chain to comply with respect for human rights in the six areas of human rights and labor, health and safety, environment, fair trade and ethics, quality and safety, and information security, in order to fulfill our social responsibility in our procurement activities.

In the value chain, the NTT Group will identify the existence and risks of human rights violations, such as forced labor, inhumane treatment, child labor, discrimination, and wages below the minimum wage, and work toward eradicating human rights violations.



Social Challenge

7

Respect for human rights

Business Activity

- 22. Compliance with the NTT Group Global Human Rights Policy
- 23. Encouraging society as a whole to respect human rights



Why it matters

Respecting human rights is an important foundation for creating a safe, secure, prosperous and sustainable society, and striving to correctly understand and recognize each country and region's laws, cultures, religions, and values is the social responsibility of companies.

What can be accomplished

We will respect the Universal Declaration of Human Rights and other internationally recognized human rights in all our corporate activities. We will strive to ensure that we are not directly or indirectly involved in discrimination or other human rights violations.

Future vision

The NTT Group is making every effort to implement internal training to ensure that there are no violations of human rights. Based on the Guiding Principles on Business and Human Rights, we will use the human rights due diligence process to identify, prevent, mitigate, and correct any human rights issues identified on a global scale, and strive to raise awareness and management of human rights across the Group.

Human rights due diligence will be conducted throughout the entire value chain, including business partners, to ensure that the NTT Group is not indirectly involved in human rights violations.



Business Activity 22

Compliance with the NTT Group Global Human Rights Policy

Our commitment

The NTT Group will work toward eradicating human rights violations, while also developing a lively employee-friendly work environment for a diverse range of personnel

Our objectives

100%

Human rights training and attendance

0

Number of confirmed cases of human rights violations

Policies and Concepts

NTT is committed to respecting global human rights and believes it is an important corporate social responsibility. The NTT Group will strive to correctly understand and recognize each country and region's laws, cultures, religions, and values. We aim to create a safe, secure, prosperous and sustainable society by fulfilling this responsibility.

We included parts of NTT Group's existing Human Rights Charter in the NTT Group Global Sustainability Charter, and established the NTT Group Human Rights Policy in November 2021.

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. 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.

Organization for Implementation

NTT is committed to supporting its Group companies in their efforts to raise awareness on human rights issues. We believe it is important for the entire NTT Group around the world to instill an understanding of respect for human rights and undertake business activities with a full awareness of human rights. Accordingly, NTT has established the Human Rights Committee, headed by a senior executive vice president, under the Executive Officers Meeting. Through this framework, we are working to heighten human rights awareness across the NTT Group and reinforce human rights management, including conducting human rights due diligence, training on human rights issues (training for officers including those at Group companies, training for all employees, etc.), and establishing and operating contact points for human rights.

NTT Group Global Human Rights Policy Preamble

NTT is committed to respecting global human rights and believes it is an important corporate social responsibility. The NTT Group will strive to correctly understand and recognize each country and region's laws, cultures, religions, and values. We aim to create a safe, secure, prosperous and sustainable society by fulfilling this responsibility.

To this end, we will respect the Universal Declaration of Human Rights and other internationally recognized human rights in all our corporate activities. We will strive to ensure that we are not directly or indirectly involved in discrimination or other human rights violations. We respond appropriately when negative impacts on human rights occur.

When negative impacts on human rights are done by a business partner and are linked to a product or service of the NTT Group, we also expect them to respect human rights and not to infringe on them.

To fulfill this responsibility, senior management will take the initiative to respect all stakeholders' human rights. We will 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.

Human Rights Committee

Chairperson
Representative
Member of the Board

Members
Heads of
each organization

Leaders responsible for promoting initiatives /
General managers of the supervisory
departments of each organization

Secretariat
General Affairs Department,
Sustainability Promotion

Liaison Group
Human rights officers
at Group companies

Group-wide Human Rights Training and Education Programs

To ensure awareness of the need to respect human rights and educate employee on expected global standards at key points in employees' careers (joining the Company, receiving promotions, etc.), we provide training on human rights issues connected to business activities. In addition, for those in the top management positions of Group companies or in other management positions, we offer programs that include lectures by outside experts on global issues in human rights. To foster awareness of human rights among employees, we issue invitations to employees and their families to submit human rights slogans, while the Board member responsible for human rights issues delivers a message to mark Global Human Rights Day.

Since fiscal 2014, the NTT Group has worked to disseminate its Human Rights Policy by sharing the content of e-learning courses with Group companies in Japan and continuously carrying out educational activities during training for all employees as well as on other occasions. During the training, we communicate the importance of respect for human rights and the significance of addressing the issue within the NTT Group.



Reviewing Our Initiatives with Human Rights Experts Stakeholder Dialogue

Outline

In October 2019, we invited four human rights specialists and experts from three overseas organizations and one Japanese organization to share their views on the NTT Group's human rights initiatives. We received advice on the Group's overall initiatives on human rights, human rights in the ICT industry, related challenges, information disclosure, and Group-wide promotion of initiatives.

During the dialogue, the participants exchanged views on a broad range of topics, including the need to address privacy and human rights issues, development of a grievance mechanism and incorporation into the management system, establishment of a human rights management system linked with overseas Group companies, and the need to disclose information on these initiatives. This was our first dialogue with experts on human rights. We renewed our awareness of the importance of promoting human rights initiatives by considering measures in response to this review and by continuously engaging in dialogue with stakeholders as we pursue these issues in the future.

Human Rights Specialists and Experts

Verisk Maplecroft	Mr. Gus MacFarlane
World Benchmarking Alliance	Ms. Pauliina Murphy
Corporate Human Rights Benchmark	Ms. Camille Le Pors
Japan Research Institute	Mr. Mitsuo Wakameda

Preventing Harassment

We are aiming to create a workplace environment in which each and every employee is able to perform to the best of their ability. Instances of harassment at the workplace are viewed as issues related to human rights, and acts that harm the personality or dignity of individual workers are socially unacceptable. Such acts also result in deteriorating workplace relations and adversely affect job performance, and we recognize this as a major issue. In light of this, the NTT Group Global Human Rights Policy was revised in 2021.

The NTT Group is striving to develop a corporate culture where acts of harassment are not allowed to happen and are unacceptable. While various measures have already been put in place, the types and methods of harassment have become increasingly varied in recent years. We will continue to develop a broad range of initiatives regularly toward achieving a goal of eliminating harassment.

More specifically, all employees will be provided with ongoing training in order to increase awareness for eliminating harassment. We will constantly seek to enhance employees' understanding and knowledge of harassment, and provide ways to learn how to respond to harassment. We will also be taking other measures such as setting up contact points both within the company and externally, revising employment rules to cover the diversifying ranges of harassment, and increasing penalties for those found to be involved in harassment.



We will continue our efforts toward creating a safe and comfortable workplace free of harassment where all employees respect one another, to ensure that each and every person at the NTT Group is able to work in an energetic manner with mutual respect.

Akira Shimada
President and Chief Executive Officer,
Representative Member of the Board

Business Activity 23

Encouraging society as a whole to respect human rights

Our commitment

Working to eliminate issues related to human rights in various countries and regions.

Our objective

100%

Ratio of direct dialogue with important suppliers

Establishment of the NTT Group Global Human Rights Policy

In its goal of achieving a sustainable world, the NTT Group is shining a spotlight on various human rights themes that exist in various countries and regions, and is highlighting its attitude toward human rights issues in value chains. To this end, we included parts of NTT Group's existing Human Rights Charter in the new NTT Group Sustainability Charter, and established the NTT Group Global Human Rights Policy in November 2021, based on principles like the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights), Declaration of Fundamental Principles and Rights at Work, and UN Guiding Principles of Business and Human Rights.

Accordingly, an internal due diligence manual was established to ensure that effective due diligence can be conducted as part of efforts to promote respect for human rights.

This human rights policy applies to all people involved in the NTT Group value chain. The NTT Group is committed to respecting human rights throughout its business operations by proactively working with and engaging in constant dialogue with all of its partners and stakeholders, including customers, shareholders, investors, employees, local communities, business partners, other companies and industry organizations, national and local government agencies, and NGOs, NPOs, and experts. We will comply with human rights respectfully throughout our business activities while listening to and responding to changes taking place in society. To ensure that the NTT Group is not complicit in infringing human rights moving forward, we will continue to engage with stakeholders and staff in charge of human rights overseas every year, and we are always revising the human rights policy so that we can respond in the appropriate manner.

NTT Group Global Human Rights Policy

<https://group.ntt/en/newsrelease/2021/11/10/pdf/211110ca.pdf>

Responding to International Norms

As a company that operates globally, the NTT Group supports the Universal Declaration of Human Rights, adopted as a common standard for all people and countries to achieve. International covenants and conventions are discussed and adopted from a global perspective. The NTT Group will also pursue ways to respect international human rights principles when there is a conflict between internationally recognized human rights and the laws and regulations of individual countries and regions.

Universal Declaration of Human Rights

International Covenant on Economic, Social and Cultural Rights

International Covenant on Civil and Political Rights

Declaration of Fundamental Principles and Rights at Work

Eight core principles of the International Labour Organization:

"Forced Labor," "Freedom of Association and Protection of the Right to Organize"

"Right to Organize and Collective Bargaining"

"Equal Remuneration"

"Abolition of Forced Labour"

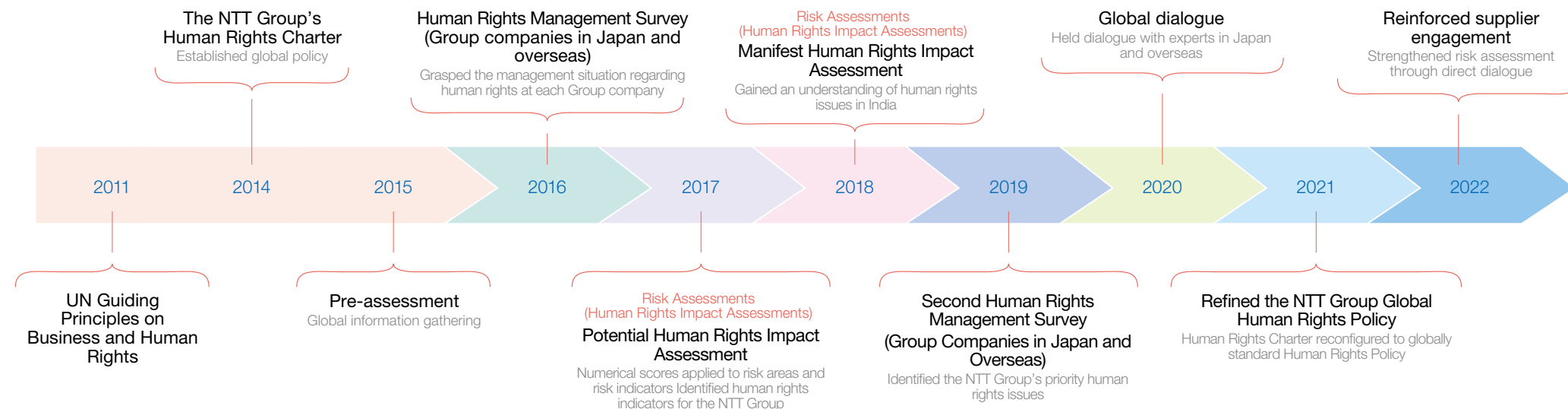
"Discrimination (Employment and Occupation)"

"Minimum Age Convention"

"Elimination of the Worst Forms of Child Labour"



Addressing critically important human rights issues



Theme 1

Promotion of "Diversity & Inclusion," a concept that recognizes diverse cultures and values (Prohibition of discrimination, respect for freedom and rights, fairness in the workplace, economic disparities and poverty)

Aiming to create new value, NTT Group believes it is essential to respect the diverse values and individuality of its employees in order to address the diversifying needs of its customers.



Theme 3

Promotion of "Healthy work in daily life" (Diverse work styles, prohibition of forced labor and child labor, workplace safety, freedom of association and the right to organize, living wage, enhanced benefits)

We believe it is important to create safe and secure work environments and promote diverse work styles so that employees can work in physical and mental health with enthusiasm and motivation.



Theme 2

Promotion of "Technology that is based on high ethical standards," which balances both high ethical standards and technology (Technology, data bias, privacy, personal data protection, and security)

New technology will be necessary to strike a balance between people and nature. We believe it will therefore be necessary to pursue R&D and the social implementation of technologies while maintaining the highest level of ethics.



Theme 4

Promotion of "Appropriate expression, speech, and display" in consideration of human rights (Freedom of expression and respect for human rights in advertising and other presentations)

As the Internet becomes more and more widespread, companies are required to be more considerate in their communications than ever before. The NTT Group will take actions that absolutely refrain from discriminatory expressions, speech, and inappropriate displays.

Risk identification and assessment

At the NTT Group, human rights managers from domestic and overseas companies discuss and select human rights issues to be addressed by NTT and determine priority issues to be addressed each year.

We will also hold dialogue with experts to obtain advice regarding our initiatives.

In our human rights management survey in fiscal 2016 covering all Group companies in Japan and overseas, and based on the Guiding Principles on Business and Human Rights, we checked up on their human rights policy, management systems and priority human rights issues. The results identified priority human rights issues for 250 of the 258 companies surveyed and indicated that 248 companies are working on specific initiatives to raise awareness about these human rights issues.

Since fiscal 2017, we have brought in external specialized institutions to implement risk assessments based on results obtained from in-house surveys. In fiscal 2017, a potential human rights impact assessment was carried out which assigned an evaluative score to the degree of negative impact of the NTT Group's businesses on the human rights of stakeholders from the perspective of "the likelihood of

future human rights risks in each country" and "severity of human rights risks arising in each business." The results of this led to us identifying Asia as a priority area for tackling human rights issues and establishing 21 human rights indicators for ICT business.

In fiscal 2018, a manifest human rights impact assessment was carried out to verify the initiatives implemented in the previous fiscal year. After considering factors such as country risk for each country in Asia and impact on business, India was selected as the country to be assessed. Interviews were conducted with our local subsidiary and a local NGO that deals with human rights risk associated with specific business activities. The results of this confirmed there are currently no serious human rights issues that present a major risk to business operations. Meanwhile we identified priority issues out of the 21 human rights indicators that should be addressed in India in the future.

In fiscal 2019, we conducted a second human rights management survey following the first one in fiscal 2016 to confirm the management status of human rights contact points at each company and to set the NTT Group's

human rights priorities. The survey was conducted targeting the NTT Group and our supply chain regarding the following items.

As a result, we identified "women's rights," "privacy rights," "working hours," "occupational health and safety" and "the right to organize and collective bargaining" as our top five issues and became aware of the urgent need to reconfigure management to address global human rights issues. We also held a stakeholder dialogue involving five experts from three overseas organizations (Verisk Maplecroft, World Benchmarking Alliance and Corporate Human Rights Benchmark) and one Japanese organization (Japan Research Institute) with the head of the Human Rights Office. And we received advice on the NTT Group's overall human rights initiatives, human rights in the ICT industry, related challenges, information disclosure and Group-wide promotion of initiatives.

In fiscal 2020, we held an in-house lecture for each issue with external experts from the organization, BSR. We held these lectures with the aim of fostering an understanding of the priority human rights issues we face as a united NTT Group company, including our

global operations, and we also considered the reporting efforts of each company within the group. This dialog was conducted several times. We also researched the human rights management content required of us as a global ICT company, and worked with staff in charge of human rights including at global group companies to focus on particularly important issues and select four themes.

In fiscal 2021, we will continued to hold dialogues with each company in Japan and overseas to determine specific courses of action, and also establish a global standard for human rights policy.

The entire Group also focused efforts on holding direct dialogue with 40 important suppliers in particular. In addition to risk assessments conducted through direct dialogue, we recognized the need to cooperate with suppliers to implement corrective measures.

From fiscal 2022, further efforts will be made to increase supplier engagement, with steps like becoming a member of JAC (Joint Alliance for CSR) and utilizing external audits like Eco Vadis.

Promotion of “Diversity & Inclusion”

“D&I Statement”

The NTT Group has established the D&I Statement as a means of promoting Diversity Equity & Inclusion. We will be promoting D&I in line with this statement.

Details ▶ P140



Our Diversity & Inclusion

We aim to achieve sustainable growth by recognizing our differences as valuable strengths for our business.

Our society is constantly changing. We will continue to experience events globally that have an impact on our employees and the clients and communities we serve. NTT will continue to evolve its focus and programs to sustain a commitment to diversity and an inclusive culture at NTT.

Our commitments:

- We will create work environments:
 - where all of us have equal opportunities
 - where all of us feel encouraged to take on challenges without fear of failure
 - where all of us feel included and engaged
- Regardless of ethnicity, race, nationality, origin, class, religion, belief, language, culture, gender, sexual orientation, gender identity, age, disability, disease/health status, appearance, values, family status, lifestyle, or any other social or personal characteristics.
- With social responsibility in mind, we contribute to create a more diverse, inclusive and sustainable society through connecting precious resources such as people, the environment, and culture to the future.

Promotion of “Technology that is based on high ethical standards,” which addresses both high ethical standards and technology

The NTT Group views the appropriate use of technology as a valuable way to support the future development of life, society, and the universe as a whole.

The development of technology increases the diversity and immediacy of communications, making things more efficient, and creating a safer, more comfortable lifestyle—all for a better future.

Until now, NTT has rolled out communications services and communications infrastructure on a global scale as a universal service based on its mission from both a public utility and a corporate viewpoint.

In addition to employing high ethical standards for advancing the use of technology, the norms of countries, regions and communities need to be respected for fair

and appropriate implementation as well as to ensure the technology can continue to be provided for future generations.

We believe that human autonomy should be applied when seeking ways to adopt artificial intelligence(AI). The operational results of AI systems may contain bias depending on the characteristics of the data and algorithms being used. Efforts are being made to better understand those characteristics so that there are no undesirable consequences like prejudices held by people making use of AI, and we are advancing research and development to increase transparency when AI is being used.

We will continue to promote technology based on constant dialogue with all members of society and high ethical standards to ensure the development of trusted technology into the future.

Our Approach to the Use and R&D of AI

AI has been rapidly penetrating society through technological innovations such as deep learning, and it is solving everyday problems of various scales without full human awareness or understanding.

However, there have been fears that the use of AI could lead to unintended discrimination and unjustified restrictions or inducements to action. In addition, most of the long-term consequences and impact of AI behaviors still remains unknown, thus raising both expectations and anxiety. In order to answer these concerns and to embed AI more deeply and successfully into society, the NTT Group, as well as its employees and engineers (hereafter “we”), need basic principles in our approach to AI, which we should constantly be aware of and keep in mind, as a company involved in the use and R&D of AI. Accordingly, NTT’s research centers recognize six principles for using and developing AI.

Enabling Sustainable Development
Human Autonomy
Ensuring Fairness and Openness
Security
Privacy
Communication & Co-creation with Society

Details
<https://www.rd.ntt/e/ai/0005.html>

Business Activity



itelligence AG

itelligence AG develops and supplies AI tools to assist with conversations between children and counselors, when Danish child protection organization “Children’s Welfare” provides counseling to children in need. This tool draws on various functions to assist the counselor based on the topics of conversations, including guidance, advice while talking, and providing useful reference information. After the conversation, the tool can also be used to provide a statistical insight of the topics covered.

Healthy work in daily life (health management)

The NTT Group is promoting “Healthy work in daily life” for working close to home.

A diverse range of working styles is vital to ensure that a diverse range of personnel are able to harness their full potential. The NTT Group is home to diversity that cannot be defined by any single characteristic alone. As employees are drawn from an increasingly diverse pool, being accepting of others, building a relationship of trust and working together to achieve a common goal is vital in order to maintain ongoing growth of the company.

Transforming work styles helps to boost each individual employee’s capabilities and provides for greater opportunities. To achieve this, we believe it is important to create a safe and secure workplace, and promote a variety of work styles suited to a diverse range of lifestyles

and life events. Different to “work-life balance” that aims to separate and create a balance between work and private life, work-in-life is a concept where employees can select and design their own work style by viewing work as part of the lifestyle of each and every employee. As we work toward maximizing well-being for all, NTT will be implementing a concept of work-in-life (healthy work in daily life) by creating workplaces where employees can work energetically in good health.

Details ▶ P149



Promotion of “Appropriate expression, speech, and display” in consideration of human rights

As the Internet becomes more and more widespread, the negative impact of harmful websites and slanderous content on social media targeting on young people is becoming a societal problem. One aspect of communications technology like social media is that it leads to platforms created solely based on individual’s preferences or sense of values. In this context, companies are required to be more considered in their communications than ever before. The General Manager of the Sustainability Promotion Office concurrently serves as the Chief Privacy Officer (CPO) and acts as a contact point for complaints of privacy violations in the company.

Specific Initiatives

DOCOMO gives careful consideration to protecting the freedom of expression and privacy rights of people communicating via the Internet, social media and digital communication devices, which are ICT industry specific issues that have been gaining more recognition by most telecommunications carriers in Europe and the U.S. With reference to the Principles of Freedom of Expression and Privacy established in 2013 by the Global Network Initiative, a global network of telecommunications companies, we take a stance to fulfill our own responsibility to respect and protect the freedom of expression and privacy of our users. This includes protecting the globally recognized rights of our users, even in situations where we need to provide customer information under special circumstances, such as a matter of national security requested by the government.

Business Activity



NTT Communications

Beat COVID-19! “Manabi Pocket” so that children can continue learning whenever and wherever they desire

In February 2020, Japanese prime minister requested all schools around Japan to temporarily shut down as a way of curbing the spread of the novel coronavirus. In light of this, NTT Communications partnered with the company that developed the “Manabi Pocket” cloud-based educational platform to offer Manabi Pocket content in 11 fields of study free of charge, as its unique way of helping children in Japan to continue learning. Creating a platform that can be used by children and students during school closures provides them with learning opportunities and helps to develop a digital approach to education in the future.



Penetration into the business

We make improvements aimed at stopping, preventing or reducing any negative effects related to human rights. We also establish common global targets for human rights issues to be addressed and promote their adoption with the NTT Group business operations.

We continued to hold dialogue with group companies in Japan through fiscal 2021, and after reassessing the situation, established globally standard targets for the way our management needs to be enhanced. We also created internal guidelines for human rights due diligence, which serve to foster a common understanding as well as outline the appropriate procedures to take.

Confirmation of viability and effectiveness

To confirm the viability and effectiveness of the measures and check progress, performance targets (KPI) have been set and will be followed up. This process will be held regularly, with sustainability liaison meetings held to check progress of viability and effectiveness.

Disclosure and evaluation

The Sustainability Committee and global conferences are held once a year to share progress and results around the world.

The details of due diligence are disclosed in “Human Rights Reports” together with reports of activities.

The NTT Group also endeavors to broadly communicate its “Business and Human Rights” initiatives. In fiscal 2019, we shared an overview of the business and human rights activities of the NTT Group at an international conference hosted by the Caux Round Table Japan. We also reported on the results of human rights due diligence and risk assessment conducted from 2017 to 2018 as well as on how these processes are being applied across Group companies. Moreover, we expressed our intention to continue assessing risks, bolster educational programs on business and human rights, and establish an effective management system. The conference was attended by 97 people from 54 companies and 8 organizations, including companies, NGOs, NPOs, and universities.

Dialogue with third parties

In each process, when risks are discovered, we will hold dialogues with experts and other third parties and work with everyone in the value chain to make improvements to finding a broad and fair solution.

Even now we seek advice from outside experts and other specialists to discuss our Human Rights Policy and measures related to human rights.

Suspension of transactions

As a result of due diligence, if forced labor, inhumane treatment, child labor, discrimination, or wages below the minimum wage are recognized, we will consider suspending transactions as a viable option, after first making improvements together with everyone in the value chain. The entire NTT Group is working toward creating a better future by cooperating with partners to resolve issues related to human rights. In addition to the Human Rights Policy, we will also require third parties to comply with the “NTT Group Supply Chain Promotion Guidelines” provided separately.

Accusation and Remedy

In an effort to ensure awareness and prevent recurrence, we have set up a Corporate Ethics Action Q&A section on our employee-oriented corporate website to explain nine representative examples of ethics violations. Each example action is described and laws and regulations that are the basis of reasoning are explained. When the NTT Group has taken disciplinary action related to human rights, we publish excerpts of the cases and expound the cases on the site to raise employee awareness and prevent recurrence by calling for their attention and organizing training and other educational opportunities.

Contact Point for Human Rights Issues

The NTT Group provides internal and external contact points that employees can consult on various concerns related to human rights.

One of these, the Corporate Ethics Help Line, is an external consultation desk outsourced to a law firm that responds to consultation by third parties or by employees, on a confidential basis, for situations that cannot be reported internally. Consultations are accepted in various forms, including email, telephone and letter. All consultations are kept confidential to protect the privacy of the person and ensure they are not subjected to disadvantageous treatment.

The contact point also handles consultations on compliance issues. Please see page 64 for details.

Other Human Rights Initiatives

Introduction of B-BBEE

South Africa, where Dimension Data, a subsidiary of NTT, is headquartered, adopts the Broad-Based Black Economic Empowerment (B-BBEE) policy to enhance the status of people who had been disadvantaged by discriminatory treatment during the apartheid era. Under B-BBEE, which the Government of South Africa uses as an assessment standard, companies are rated on a scorecard for their level of contribution to ownership, management, employment equity, skills development, preferential procurement, enterprise development, and socio-economic development. As a result of its efforts in the areas of ownership, employment equity and skills development, Dimension Data was recognized as a Level 2 contributor in March 2020, the second highest recognition in the eight level B-BBEE system, two ranks higher than the previous year.

Assessment of Risks Associated with Conflict Minerals

In accordance with the NTT Group's Approach to Conflict Minerals, we conducted written surveys and inspected the offices and factories of suppliers to determine whether or not these minerals are used in their products.

Initiatives to Address Gender Pay Gap

NTT Security (UK) Limited, which serves customers around the world by providing total solutions incorporating advanced technologies and services related to security, has been publishing a gender pay gap report since 2017. NTT Security discloses the gender gap in its hourly wages and bonus payments to employees in response to the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 enacted by the British government in 2017.

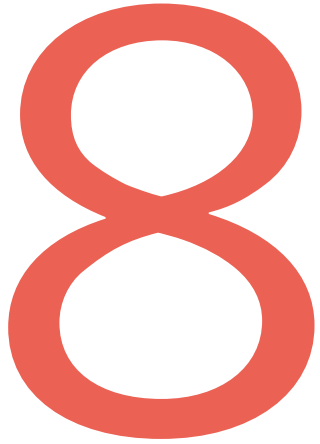
Embracing Gender Pay Gap Reporting

<https://services.global.ntt/en-us/legal/-/media/ntt/global/legal/united-kingdom/ntt-gender-pay-gap-report.pdf?rev=407bf504450f4774bbe94b8183f27729&hash=44F2B16C4079E43B97C01494E0459737>

Modern Slavery Act Statement

NTT Group companies have published their statements in accordance with Article 54, Item 1 of the Modern Slavery Act 2015 enacted in the United Kingdom. With the "Modern Slavery Statement," companies set out their actions to ensure that slavery and human trafficking are not taking place in their business operations or in their supply chain.

Social Challenge



Diversity & Inclusion

Business Activity

- 24. Promoting recruitment, training, and education of diverse human resources and women's advancement in the workplace
- 25. Encouraging of understanding of LGBTQ and promoting the advancement of disabled people
- 26. Support for balancing work and life such as childcare and nursing care



Why it matters

The NTT Group is promoting Diversity & Inclusion with the aim of achieving ongoing growth and developing a sustainable society.

To be able to respond to changes in external factors in a flexible manner and continue creating innovation, we consider it essential to shift from a homogenous organization to one where a diverse range of personnel are able harness their full potential. Improving the well-being of employees, providing fair opportunities, and creating an environment where a diverse range of personnel are able to harness their full potential are seen as a way of helping to achieve work-in-life and a sustainable society.

What can be accomplished

To improve well-being, achieve healthy workstyle and develop a sustainable society, we will be creating workplaces where a diverse range of employees can work energetically in good health while staying true to themselves. We will be focusing even more on hiring, training and appointing diverse human resources, building up a better understanding of working with LGBTQ people and those with disabilities, those undergoing treatment or suffering from diseases, developing an inclusive corporate culture, and creating a flexible and work style.

Future vision

The NTT Group will continue promoting diversity, equity and inclusion, not just toward customers but throughout the entire value chain, and encouraging local communities to do the same will help create a society that is accepting of even more diverse values where everyone can work while staying true to themselves.



Business Activity 24

Promoting recruitment, training, and education of diverse human resources and women’s advancement in the workplace

Our commitment

We will create workplaces where a diverse range of employees can achieve their full potential. Increasing opportunities for people from diverse backgrounds leads to greater personal growth and better well-being of each individual.

Our objectives

- 30% Ratio of women newly promoted to management positions
- 15% Ratio of women in management roles by 2025
- 25–30% Ratio of female directors by 2025 (directors + audit and supervisory board members + senior vice presidents)
- 30% Ratio of outside personnel by 2023

The Fundamental Principle

As a global ICT group company, the NTT Group must create innovation to breed new value and address the needs of various users around the world. To respond to dramatic changes in the markets and meet diversifying customer needs, as well as to become a consistently selected “Your Value Partner”, we believe that respecting and making use of the individuality of employees and their differing values is essential.

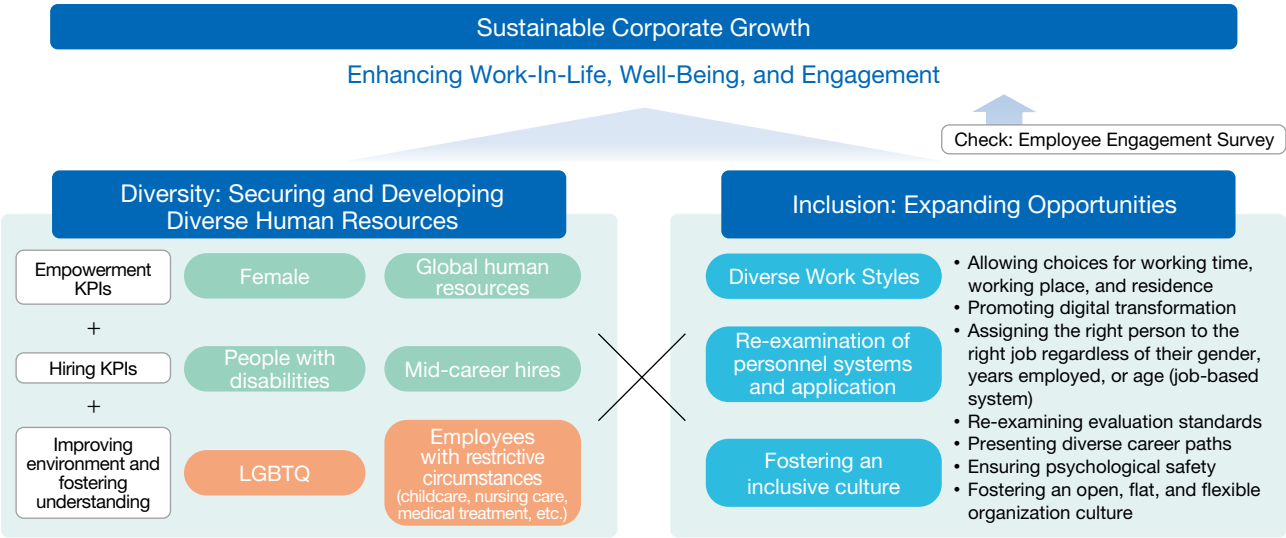
A diverse range of work styles will lead to diversity in human resources, and that expand opportunities for diverse human resources leads to personal growth and the realization of well-being of each individual.

Organization for Implementation

The NTT Group has positioned diversity and inclusion as an important management strategy and the president himself is communicating inside and outside the Group the importance of accepting a diverse range of values. We are working to implement initiatives aiming for diversity and inclusion companywide. In 2007, NTT established the Diversity Management Office to bolster efforts to create an environment which enables participation by diverse human resources across the whole Group, and by April 2008, diversity promotion supervisors were in place in Group companies. The Diversity Management Office and diversity promotion supervisors continue to cooperate to promote diversity,

equity and inclusion, to achieve Healthy work in daily life (health management) and career development, and to conduct educational activities aimed at reforming corporate culture and ingrained practices. We regularly hold diversity promotion meetings with each Group company to share their activities and discuss future diversity promotion measures for the Group based on female employee ratios by position, the status of hiring people with disabilities, and other diversity management parameters. Also, management meetings attended by directors are held when necessary to report on and discuss diversity-related initiatives, which are then promoted companywide.

NTT’s D&I for achieving a sustainable society



New Targets for Empowering Women

The NTT Group provides appropriate compensation to all employees, regardless of gender, adopting equal payment as stipulated in the Equal Employment Opportunity Law, and works Group-wide to promote women’s active participation at the workplace.

In 2021, we set a new target of 25–30% for the ratio of women in director positions by fiscal 2025, in order to incorporate diverse opinions in decision-making settings. We also see the need for expanding the pipeline of female candidates in order to continue reflecting diverse opinions in decision-making, and thus set a target of 30% for the ratio of new female managers appointed. In light of this, we raised our target for the percentage of women in manager and director positions from the existing 10% to 15% by fiscal 2025.

Ever since fiscal 2013 when we set a target of 30% or higher for the percentage of women in new hires straight out of college, we have achieved at least 30% every year.

Empowerment of Women in the Workforce

The NTT Group is stepping up initiatives to empower or prepare more female employees for decision-making management positions and positions for providing guidance.

All female employees

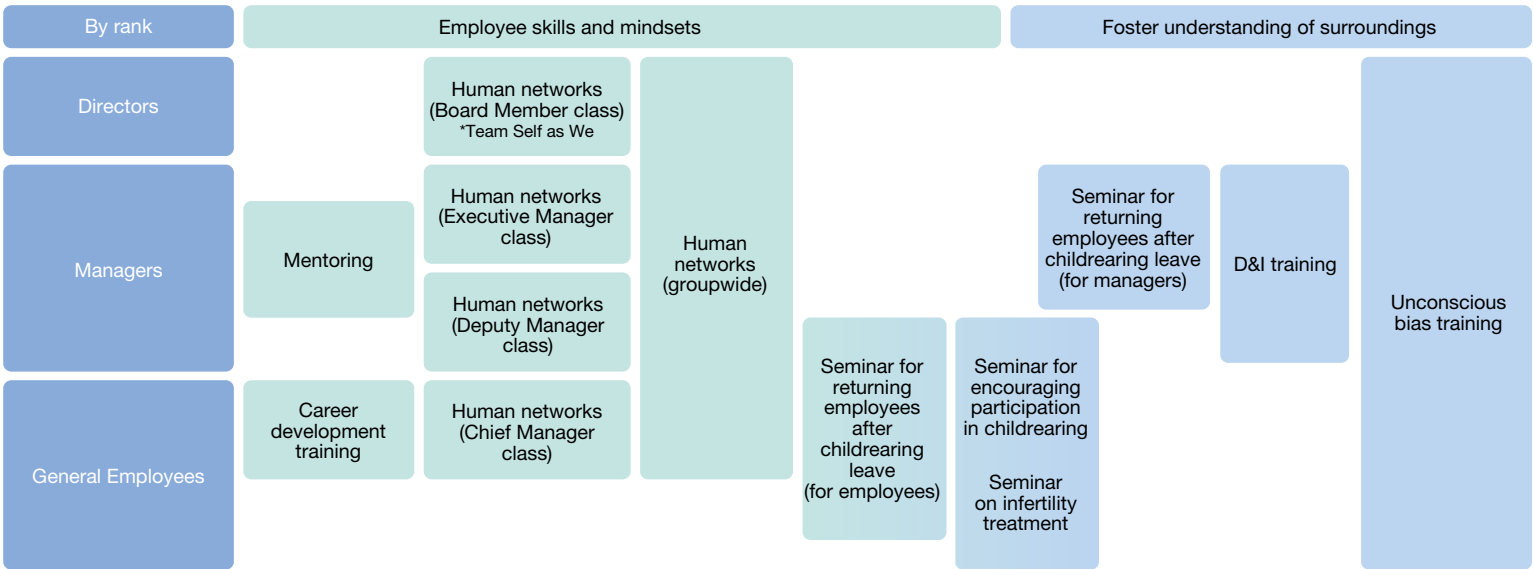
The NTT Group provides a human networking program for strengthening vertical and horizontal connections for women within the Group. On top of management levels (such as executives, senior managers and managers), training is provided across all positions and ranks. In addition to off-the-job training, we provide on-the-job training, including putting employees in tough assignments, with the intention of training women with the skills, mindsets and experiences necessary for promotions. NTT University has been established for the purpose of preparing candidates for upper management positions within NTT Group, and it aims to have at least 30% women in the program.

Female employees interested in management positions

Career development training programs for women are provided throughout the NTT Group, and we also run programs for building up necessary leadership skills and awareness through dialogues with upper management and exchanges with other companies. Employees are also encouraged to take part in external training programs where they can interact with members from outside the NTT Group.

Managers

NTT University was inaugurated in fiscal 2022 for the purpose of grooming candidates for upper management positions within NTT Group. The goal has been set to ensure a women participation in the program of 30% or higher as part of efforts to expand training opportunities.



Initiatives for International Women's Day

On the occasion of International Women's Day on March 8, we held a seminar for initiatives for balancing work with health risks unique to women. Seminars involved talks by gynecologists and industrial counselors aimed at having employees learn about gynecological symptoms such as infertility treatment, breast cancer, PMS, and menopausal disorders and their treatment, as well as alleviating concerns about balancing treatment and work.

Signing statement of support for the Women's Empowerment Principles and joining the 30% Club

The NTT Group endorses the goals of the Women's Empowerment Principles (WEPs), which establish action principles for actively supporting the advancement of women in the workplace for fiscal year 2022, and has signed a statement in which it pledges to act in accordance with these principles. In addition, in an effort to achieve sustainable growth for the company, the Group joined the 30% Club, which aims to increase the percentage of female directors.



In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

Active Promotion of Outside Personnel

The NTT Group hires outside personnel (mid-career hires) in order to incorporate diverse opinions in business operations, with the ratio at the six major domestic Group companies at 30% in fiscal 2023. We will continue to hire outside personnel in order to have diverse personnel on staff, and aim for a 32.5% ratio of mid-career hires by fiscal 2021.

Continuous Employment of Employees at Retirement Age

In 1999, the NTT Group introduced a continuous employment program for employees who have reached the retirement age of 60 in response to employee needs and public expectations regarding elderly employment. Furthermore, from the standpoint of making maximum use of limited human resources in managing the NTT Group's businesses in the future, we introduced a new program in October 2013 that will enable applicants to continue working in a way that fits their lifestyles up to the age of 65 and demonstrate their abilities by putting their experience to work.

Rehiring Program for Employees Who Resigned

A significant number of employees who left the Company for reasons such as childcare, care for parents or the relocation of their spouse aspire to resume work at the NTT Group in the future. To respond to their requests and to effectively use the experience and skills they had acquired during their previous period of employment, NTT has established a rehiring program.

The program applies to employees who worked more than three years and were forced to leave due to their need to care for children under the age of the third grade of elementary school or elderly family members, or due to their inability to continue commuting because of the change of address necessitated by the relocation or career change of their partner, or by marriage. A request for reinstatement is followed by interviews and a health checkup, and the Company decides whether or not to reemploy them.

Ratio of Women at the Group's Six Main Domestic Companies*1

		FY2019		FY2020		FY2021		FY2022		New Target
	Directors*2	7.1% (11)	↗	10.6% (17)	↗	11.4% (20)	↗	17.7% (32)		25–30% FY2025
Managers	Manager Ratio	6.7% (1,378)	↗	7.3% (1,506)	↗	8.7% (1,830)		—		15% FY2025
	New Manager Appointment	—		—		29.1% (418)		—		30% FY2021
General Employees		21.9% (10,867)	↗	22.7% (11,166)	↗	23.0% (11,436)		—		—

*1 Six major domestic companies (NTT, NTT DOCOMO, NTT East, NTT West, NTT Communications, NTT DATA)

*2 Directors refer to Board Members, Audit & Supervisory Board Members, and Senior Vice Presidents

Business Activity 25

Encouraging of understanding of LGBTQ and promoting the advancement of disabled people

Our commitment

Diverse values and individualities are part of NTT's strengths, and we are creating workplaces that are welcoming of each and every person as they are, allowing them to share equal opportunities, take on challenges without being afraid of mistakes, and achieve mutual growth

Our objective

2.3%

Ratio of employees with disabilities

Promotion of Global Diversity

Each year, we conduct Group training for senior managers of NTT Group in Japan and overseas, called Global Leadership Development Program Leadership Excellence and Accelerating Diversity (GLDP LEAD). This training is designed to foster leadership among managers aiming to move to higher positions. This training, in which more than half of the participants are female, emphasizes diversity and innovative culture as organizational capabilities of topmost importance. In fiscal 2021, 42 employees from nine countries underwent this training in an online format.

Scenes from GLDP LEAD



Outside Interaction and External Certifications

The NTT Group took part in TOKYO RAINBOW PRIDE, and also became a sponsor of Pride House Tokyo, the first permanent center for LGBTQ in Japan.

A total of 21 NTT Group companies were recognized at the highest-level Gold status in PRIDE Index 2021, established by a volunteer organization called "work with Pride" to evaluate corporate activities for sexual minorities and the LGBT community. NTT has received the Gold ranking for six consecutive years since 2016.

Initiatives for LGBTQ

Enhanced Systems and Welfare

To realize an organization and a society in which everyone can be themselves and work freely regardless of sexual orientation or gender identity, in 2016 we began applying programs related to important life events, such as marriage leaves, bereavement leaves, congratulatory/condolence money, and the sending of congratulatory/condolence telegrams, to same sex partnerships. In 2018, we extended all allowances, benefit programs, and other programs involving spouses and families to same-sex partners as well.

Initiatives for Encouraging Understanding

We run training every year by LGBTQ people, to deepen understanding and provide the correct knowledge of LGBTQ issues for staff newly promoted to management positions. We also hold ALLY meetings regularly in a show of support for LGBTQ. In fiscal 2021, ALLY meetings were held two times and included talks by LGBTQ people and group discussions, with around 130 employees from the NTT Group taking part.



Expanding Employment Opportunities for People with Disabilities

In addition to direct hires, the NTT Group provides more employment opportunities for people who have disabilities. The NTT Group currently employs around 3,700 people with disabilities, with 980 of them working at a special-purpose subsidiary.

Four special-purpose subsidiaries have been established by the NTT Group to provide workplaces that are easy to work at for people with disabilities, as part of measures that enable employees with disabilities to harness their skills and perform at their maximum level.

They assess problem areas in website accessibility, perform web accessibility diagnostics that offer reports with suggestions for improvements, and conduct training taught by people with disabilities to foster understanding of disabilities (barrier-free mindset seminars).

NTT Group's special-purpose subsidiaries (4 companies)

NTT Claruty (Japanese only)
<https://www.ntt-claruty.co.jp/>
NTT West Lucent (Japanese only)
<https://nttwest-lucent.co.jp/>
NTT DATA DAICHI (Japanese only)
<https://www.nttdata-daichi.co.jp/>
Docomo PlusHearty (Japanese only)
<http://www.docomo-plushearty.com/>

Business Partnership with OryLab Inc.

In July 2020, NTT began providing reception desk duties using OriHime-D, a robot that can be controlled remotely by people with disabilities. NTT entered into a capital and business tie-up with OryLab Inc. in October 2020, for the purpose of strengthening its business responsiveness in remote environments while advancing the interests of people with disabilities. Through this partnership, NTT Group's R&D capabilities are combined with the advanced product development capability of OryLab, such as OriHime, a robot that can be controlled remotely by people who have disabilities. We aim to provide employment opportunities and broader access to people with physical disabilities or find it difficult to go outdoors through this effort to connect remotely to the world.

Use of OriHime Remote-Controlled Robot

The NTT Group is using OriHime in a variety of scenarios.

Sports

Joint experiment with E Cheer Up!, a project for ICT x sports x regional co-creation

Culture

Collaborative agreement with a Kyogen troupe about making DX a reality (Nomura Mansai II (Mansaku no Kai))

Education

OriHime and NTT R&D offer well-being classes at elementary schools

Research

At robot café DAWN, conduct experiments with remote robot control based on based on IOWN

Promoting the advancement of disabled people with VR space platforms, and use of avatar AI

NTT began guidance services in February 2022 with avatars using the VR spatial platform "DOOR™". In this initiative, "OriHime-D" avatar robots controlled by people who find it difficult to go outdoors provide visitors to DOOR with guidance on DOOR content and information on how to use the service. Automated responses by AI avatars developed by the NTT Group based on NTT R&D technology started to be used at the DOOR virtual salon. Visitors to virtual salons within DOOR are automatically provided with information such as available content.

Through this initiative, NTT is helping to expand the scope of areas where people who find it difficult to go outdoors can play an active role, and is creating added value through the use of AI avatars in virtual spaces.

Global Commitment

In December 2019 we joined The Valuable 500, an international initiative to promote the participation of people with disabilities in business. In December 2020, applicable regions were expanded to a global scale.





Interview

OriHime-D's forte is that it can link up more people, instead of being limited to specific people.

With motivation and skill, the potential for work is available to anyone

Looking forward to continuing work as a pilot, overflowing with gratitude to those nearby. We spoke with OriHime-D pilot Yuko Ito to find out more.

Yuko Ito
OriHime-D Pilot

A member of the Sales Department, NTT Claruty, residing in Aichi Prefecture. Joined NTT Claruty in 2020 by winning the company's favor of her experience as a pilot for the DAWN Cafe demonstration project run by OryLab in 2017. She currently works as an OriHime-D pilot at the NTT head office reception.

A pilot's mission is to alleviate any nervous feelings customers may have

— Tell us about how you became an OriHime-D pilot. I injured my spinal cord in a traffic accident, and from then on had to live life in a wheelchair. I then got married and had children, but after they entered high school and college, I started thinking about re-entering the workforce. It was around that time that I heard about OriHime-D, and began to think whether I would be able to work catering at a cafe—a job that is almost impossible to do in a wheelchair. So I signed up for the "Avatar Robot Cafe DAWN" demonstration project in 2017, and took part as a pilot.

When I started using OriHime-D to attend to and serve customers, I felt just how much fun and meaningful it was to me to be able to chat with customers at their table and spend time with others in society. OryLab then introduced me to a position working at the NTT head office as reception, and I started a trial job in February 2020. The customers are different to a cafe, and everyone is there for business, and I was surprised at the level of nervousness at the reception of a major company.

— What were your impressions after actually becoming a pilot?

I feel that my role as a pilot is to help alleviate any stress that customers may be feeling before they come to attend a meeting—a sort of icebreaker in a way. While customers are naturally focused on their

work duties first and foremost, I try to focus on ways I can hopefully give customers a smile, by changing the way my information is shown (like introducing myself as the pilot of OriHime-D) to suit the seasons, creating English versions, or reading books on conversation skills so I can make use of it. My current job role mainly involves controlling OriHime-D remotely to guide customers from the reception to their meeting room or guest area at the NTT head office. Other business related tasks include creating job reports or performance graphs, and following up with or assisting other pilots—I do all of this remotely from my home in Aichi Prefecture.

Befriending colleagues while working together

— What are some of the things you enjoy, and find challenging, as a pilot?

Just recently I was appointed the role of chief pilot. Despite working from home, I am grateful for being recognized for the efforts I put in, and it is an achievement I am proud of. And when customers tell me with a smile that their meeting showed promise or express their appreciation to me, I end up smiling myself and feel how rewarding my job is. Yet I need the cooperation of my entire family while I am working—my husband and children have to turn the TV off and they are careful to be quiet. Even our dogs stay quiet while I have my computer open, but the moment I close the lid they come running over wagging their tails wildly. I am particularly

grateful to my mother, who understands my type of work and helps out as much as possible.

On the technical side, a hotline to contact the OSC (Office Service Center) from the NTT Diversity Management Office was set up, and they are standing by to ensure smooth operations when there are technical troubles. I really enjoy working with everyone at the OSC, reception and security, as sometimes we face challenges together, and at others, we all have a laugh together. In other areas, five of my colleagues from NTT Claruty help out as support pilots as a backup if I am feeling unwell, and they are so important to me that I consider them friends. I hope to meet up with them directly and have a chat with them some day.

— Is there anything you often think of that you wish OriHime could be capable of?

I used to work at an intensive-care old people's home in the past, and based on my experience, I think that OriHime would be a great conversation partner for the elderly or people with disabilities. In the past, I also visited junior-high schools, high schools and special needs schools around Aichi Prefecture with OriHime pamphlets to explain to school staff how the system can be used by students with injuries, who have illnesses or disabilities, who refuse to go to school, or who have other special circumstances, as a way of allowing them to attend classes. I heard that projects have begun recently throughout Aichi to provide OriHime to



help such students take part in classes. In my experience, I think the best application of OriHime would be if it could be used for classroom visitation days. As children advance through school, classrooms tend to be further upstairs in buildings, and in many cases I had to give up attending the visitation day. Some day in the future, I would love to take part in my grandchildren's visitations days using OriHime (laughing).

I can let my imagination go wild—some future ideas that are still in the concept stages include flying through the sky in an OriHime drone, dancing with celebrities with OriHime, and even having OriHime manzai comedians entering into the M-1 Grand Prix competition. So...I am currently looking for someone to join me as a partner in stand-up comedy (laughing).

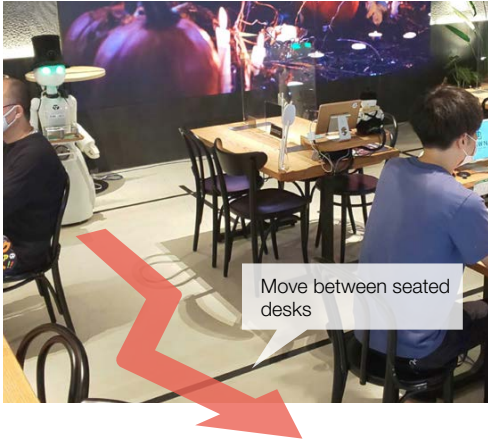
Despite being classed as a type of remote work, the forte of OriHime is that it provides a way of linking up with so many other people—this approach differs to video phone calls or remote conferences where you only talk to specific people on the other end. I also want to directly meet up with the people that I have interacted with using OriHime, and even want to head out to venues to do so—in a way, OriHime inspires me to venture outside. As a "lifestyle technology" for people with severe disabilities, those who find it difficult to go outside, and the elderly, I hope that OriHime will provide a way for meaningful employment in the future, to anyone who has the motivation and skills.

Demonstration experiment using IOWN technology

We built a network for demonstration experiments between the Musashino R&D Center and the Avatar Robot Cafe DAWN ver.β. With the cooperation of NTT Claruty, we conducted experiments in which people with disabilities operated the avatar robot OriHime-D, and performed service work at the cafe.

OriHime-D used a demonstration experiment network (demonstration experiment OriHime-D) to allow the operator to control the robot in real time, enabling it to move forward and change direction continuously and very smoothly.

Route traveled



Art Contest

We held the “NTT Art Contest Depicting our ‘Connections’” (August 24 to October 20) for people with disabilities, which had some 200 works of art submitted from Japan and overseas. The contest was held as part of initiatives aimed at promoting activities for people with disabilities based on the concept of “Showcasing individuality with the power of art—Disability or not, everyone can make the world brighter.” An award ceremony was held at the Avatar Robot Cafe DAWN ver.β on December 3, which is International Day of Disabled Persons. In fiscal 2022, we plan to hold the contest in collaboration with Japan Airlines Co., Ltd. which endorses the concept behind this contest, and expand the number of eligible entries.

Grand Prize winner: “Airplane”



Award ceremony held at the Avatar Robot Cafe DAWN ver.β on December 3, 2021



Image of OriHime-D movement using internet

Robot needs to stop and check conditions during operation

Image of OriHime-D movement using demonstration network

Continuous operation is possible because the robot can identify its current conditions

Business Activity 26

Support for balancing work and life such as childcare and nursing care

Our commitment

As a leader in digital transformation, we will act and contribute to helping resolve the social challenges unique to each country

For example, the declining birthrate and aging population, proper education, equitable healthcare, regional economic development, and long-term value through technology for the next generations

Childcare and Nursing Care Support Systems

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.

Initiatives for Balancing Work with Nursing Care

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.

Encouraging Employees to Take Various Types of Leave

In an effort to achieve an even better work-life balance for each and every employee, the NTT Group is creating an encouraging environment conducive to taking various forms of paid leave, by 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.

Initiatives for diverse work styles

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 leave and for people returning to work, hold talks with employees before childbirth and after parental leave, and establish nurseries in workplaces. NTT has set a target for having 100% of male employees take paid leave for childrearing by fiscal 2022, and starting from fiscal 2021, NTT has been

holding seminars to encourage employees to participate in childrearing, with panel discussions featuring explanations of the system and talks by employees who took time off, to create a workplace culture that encourages childrearing. Other support tools include interview sheets and manuals that explain the system, a revised Communication Handbook that covers the necessary procedures for life events, and posters to encourage employees to take childcare leave. We are committed to creating systems and work environments where employees feel free to take time off for childrearing.



Business Activity

NTT Urban Development

Mr. Kawakubo, Manager, Project Management Division, Development Management Headquarters

Mr. Kawakubo was the first male employee to take childcare leave at NTT Urban Development. He then took time off a total of three times for caring for his children, and is planning to take his first long-term leave in the future. He balances his life between work as a manager and a father of four children. While male employees are advised to take childcare leave now, at the time males struggled as there was a poor level of understanding by other employees.

For Mr. Kawakubo, taking childcare leave was naturally beneficial for his family, but he also says that it gave him the time to think carefully about what type of working style he wants to aim for, and how to live a better life.

He explains that communication and team building with colleagues is a vital aspect for a position like his in management, and taking a positive approach provides a source of motivation for other members. To achieve this, he is seeking to create a team where people can speak their mind, while maintaining a level of psychological safety. The idea that conversing with children at their level helps to bring out their true feelings—something he learnt while raising his children—also applies to superiors and their junior staff, and is vital for achieving a workplace mood where everyone is free to speak their mind.



Social Challenge

9

Creating new work style models

Business Activity

- 27. Promote remote work
- 28. Achieving zero fatal accidents as well as maintaining and promoting employee health
- 29. Supporting autonomous capacity development
- 30. Promoting paperless operations



Why it matters

We believe that creating a safe and secure workplace, developing employment conditions, and respecting a variety of work styles that suit life events means a workplace where employees can work energetically in good health, both physically and mentally, can be created, and so we are implementing initiatives to achieve this. We also believe that giving due consideration for the health of our employees as well as their families and partners will motivate and invigorate each of them and lead to the growth of the NTT Group as a whole.

What can be accomplished

We will be promoting diverse work styles with the use of remote work and “Super flex-time system”. In addition to increasing productivity and efficiency, these initiatives allow employees to make more effective use of their time than before, and will result in a better balance between work and life. We will also strive to provide even better employment conditions, such as fair evaluation, equal opportunity, opportunities for growth, and benefit programs.

Future vision

We will create a workplace environment and culture where employees are able to work with peace of mind in a lively manner. We view maximizing well-being as a way of providing each and every employee with options for working style and career formation.



Business Activity 27

Promote remote work

Our commitment

The NTT Group is shifting toward new work styles centered on remote work, by upgrading IT environments and reviewing systems, in addition to advancing DX projects and work reforms with an eye on the post-pandemic world

Our objective

70%

Remote work ratio by FY2022

Implementation of Remote Work System, Super Flextime System, and Remote Standard

The global environment underwent unprecedented change as COVID-19 infections continued to spread, and our work styles also changed accordingly. Until that point there was a limit to the number of times employees could use the work from home system, but the NTT Group introduced a remote work system and lifted restrictions on how many times it can be used. The introduction of a super flex-time system also allowed for flexible work styles that are no longer constrained by location or time. Implementing various changes like these not only increases productivity and efficiency, but also allowed employees to make more effective use of their time than before, and resulting in a better balance between work and life. We introduced the "Remote Standard" system from July 2022 to implement a work style that is not restricted by one's place of residence. Through this initiative, we aim to eliminate work styles that require relocation or solo transfer assignments.

Remote Standard

- Any residence in Japan is acceptable
- Any reasonable transportation method to and from work that can be considered travel expenses (lodging expenses provided as well) is acceptable
- No need to relocate to a remote location if the new location is an organization that accepts the Remote Standard

From employee satisfaction to employee engagement

In fiscal 2021, NTT Group revamped its existing Employee Satisfaction Survey, which focused on questions related to ease of working, and added questions related to job satisfaction. It also conducted a Group-wide Engagement Survey to quantify employees' attachment to and trust in the company to which they belong as an "engagement score." Approximately 132,000 Group employees in Japan responded.

By understanding current levels of engagement among NTT Group employees and the issues that need to be improved, and by taking action to make

improvements, we hope to increase the number of highly engaged employees who identify with the company's and organization's policies and strategies, as well as feel pride and take initiative in their work.

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

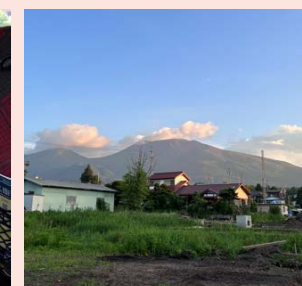
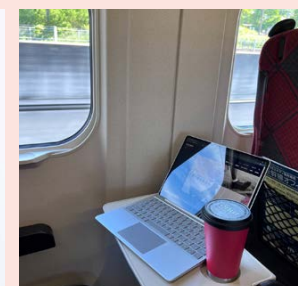
Attachment to and pride in the company

- (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

Business Activity



NTT DATA

Ms. Shinohara, Section Manager, Public Relations Department, Global Marketing Headquarters

Ms. Shinohara currently lives in Nagano Prefecture where she balances her work in management with raising her children. Despite her husband being assigned to a position overseas, she continued her work while raising her children by herself because she was involved in a major project, and was subsequently promoted to a management role. Being selected for such a major project, Ms. Shinohara finds herself busy balancing work and her own life. She explains that while she has developed her skills as a manager, the most satisfying aspect of being in a management role is being able to train junior staff and lead other employees to help advance the company, which in turn allows her to achieve her own goals.

She made the decision to relocate to Nagano Prefecture right before the COVID-19 pandemic began spreading. Ms. Shinohara explains how remote work allowed her to achieve a balance between working and her private life: "The best part of relocating and teleworking is being surrounded by the natural environment while working on large, rewarding projects. I love jogging, and having the opportunity to run along forest paths is such a valuable time for me. The biggest advantage for me is that I have found more time to spend communicating with my children. I am so grateful to be able to witness my children growing up from so close. Whether relocating or not, working from home is very convenient while raising children. If they develop a fever, I can take care of them while doing my work. The type of flexible working style is something that needs to be respected, and I will definitely continue recommending remote work."

Business Activity 28

Achieving zero fatal accidents as well as maintaining and promoting employee health

Our commitment

Health management is pursued as a key corporate strategy with the understanding that initiatives for maintaining and improving employee health also enhance motivation and productivity and ultimately lead to higher corporate earnings. We also believe that giving due consideration for the health of our employees as well as their families will motivate and invigorate each of them and lead to the growth and development of the Group as a whole.

Our objective

Zero

Number of accidents causing injury or death during construction work

Policies and Concepts

Health management is pursued as a key corporate strategy with the understanding that initiatives for maintaining and improving employee health also enhance motivation and productivity and ultimately lead to higher corporate earnings. The NTT Group has developed a personnel system that responds to diverse work styles and provides generous benefit programs for employees and their families.

We also believe that giving due consideration for the health of our employees as well as their families will motivate and invigorate each of them and lead to the growth and development of the Group as a whole.

We believe that ensuring employee safety should be the top priority of business management. To ensure occupational safety and health, the NTT Group has established its own Safety Management Rules and Health Management Rules to facilitate safety and health management in addition to observing relevant laws and regulations such as Japan's Labor Standards Act and Industrial Safety and Health Act. The NTT Group's businesses include telecommunications-related construction and maintenance involving high risk operations such as aerial work. Therefore, we continually implement measures to prevent accidents and enhance safety awareness across the NTT Group, including subcontractors and other corporate partners.

Organization for Implementation

In addition to establishing and maintaining safety measures and safety management systems based on relevant laws and internal rules, we have set up a health and safety committee for preventing industrial accidents across the NTT Group. Also, we are working to prevent accidents during telecommunications-related construction and maintenance that serve as the foundation of the NTT Group's businesses and create a safe working environment.

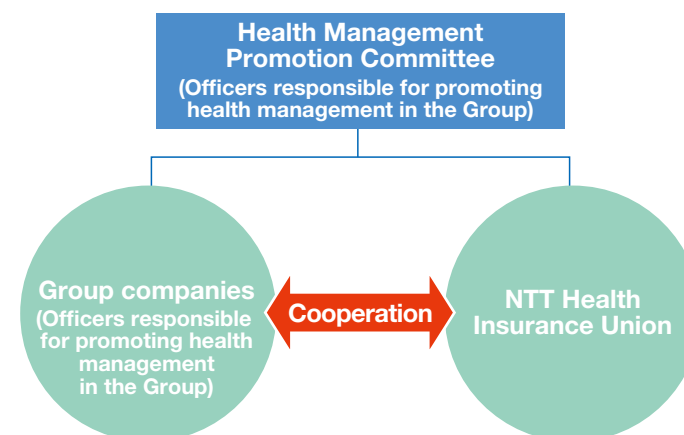
The NTT Group also established the Health Management Promotion Committee to promote health management through a collaborative effort between Group companies and the NTT Health Insurance Union. General managers of human resources department who are responsible for personnel at each Group company and directors of the NTT Health Insurance Union are appointed as officers in charge of promoting health management. The effectiveness of the initiatives is ensured by implementing PDCA cycles (formulate health management plans + set health targets → formulate and implement health focused actions → identify and confirm health results → verify the effectiveness of health-focused actions).

We have also designated KPIs for wellbeing using health data, and we endeavor to achieve them by planning and implementing initiatives for raising awareness and promoting health-focused activities.

Promoting Work-Life Management Work and Leave Style Reforms

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.

NTT has set a goal of shortening total hours worked by achieving under 1,800 total hours actually worked by the end of fiscal 2022.



Systems Promoting Work-Life Balance

System		Description	
Description	Paid vacation days	Paid leave that can be taken regardless of reason. Employees who have worked continuously for the company for one year or more are entitled to 20 days per year. * Employees who have worked for the company less than one year are entitled to 13 days	
	Special leave	Leave that can only be taken due to specified reasons <Reasons> Marriage, bereavement, summer leave, childbirth, childcare time, menstrual leave, transport restrictions, loss of home due to a natural disaster, etc.	
	Life planning vacation	Up to three days of unused paid vacation days, which become invalid at the end of each fiscal year, can be accumulated for use as a life planning vacation.	
	Sick leave	Leave that can be taken if an employee is injured or falls ill.	
Childbirth and Childcare	Mitigation of commuting during pregnancy	Paid program that exempts pregnant employees from working at the start or end of the workday for up to 60 minutes per day	
	Measure related to health examinations, etc., during and after pregnancy	Paid program that exempts employees from working to attend health guidance or a health examination during pregnancy or within a year after pregnancy	
	Maternity leave (Special leave)	Six-week paid leave before childbirth (14 weeks for multiple pregnancies) and eight-week paid leave after childbirth	
	Reengagement of former employees who left for childcare	Program for rehiring former employees who left to care for a child, within a certain period of time since leaving the Company	
	Childcare leave	Program that enables employees with a child under three years old to take non-paid leave for childcare	
	Shortened working hours for childcare	Program that offers shortened working hours for employees with a child below the third grade of elementary school (options: four-hour, five-hour and six-hour workdays)	
	Shifted working hours for childcare	Program that offers individualized shifts (moving up or moving down the starting/ending hours of the workday) to secure time for dropping off and picking up children from daycare centers up to the end of elementary school	
	Limits on overtime or overnight work	Program that limits overtime, etc., for employees who need to care for a child below the third grade of elementary school	
Nursing Care	Nursing care leave	Program that enables employees to take non-paid leave to look after a family member in need of nursing care	
	Shortened working hours for nursing care	Program that offers shortened working hours for employees with a family member in need of nursing care (options: four-hour, five-hour and six-hour workdays)	
	Shifted working hours for nursing care	Program that offers individualized shifts (moving up or moving down the starting/ending hours of the workday) to secure time for nursing family members	
	Limits on overtime or overnight work	Program that limits overtime, etc., for employees who need to care for a family member	
Systems related to working	Shifted working hours	Program that enables an individual to change the starting or ending hours of the workday to secure time for child or nursing care	
	Flex time	Flextime system	Employees work during standard core times (10:00–15:00, specific times can be set by each organization) and flexibly outside of these times (7:00–22:00)
		Super Flextime system	Employees work flexibly between 7:00–22:00 (minimum unit: 3 hours)
	Remote work	Program that allows an employee to temporarily work at a location other than their regular worksite as a means of supporting work-life balance, encouraging independence and creativity, or increasing productivity	
	Rehiring program	Program that enables employees who leave due to childcare, nursing care, or the relocation of their partner to apply to be rehired after they quit	

Extensive Benefit Programs

The NTT Group operates a comprehensive optional benefit program (cafeteria plan). Employees are given points that can be used to freely choose from a wide range of benefit items, including health maintenance, such as scheduling comprehensive physical checkups or acquiring health and fitness technology devices as well as personal wealth building. Several core menu items do not require the use of points, such as comprehensive physical checkups aimed at the early discovery of lifestyle-related diseases and cancer, which tend to occur more frequently with age. We also offer items such as subsidies for fitness club memberships and health improvement activities using smartphones (d healthcare), which can be used by employees at their convenience.

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 a certain 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 concerns and issues, life plan creation, and support for balancing work with child or nursing care.

Major Items on The Cafeteria Plan Menu

Health improvement	Comprehensive physical checkups (including subsidies for optional items), introduction to the best doctors, multiple opinion service, purchase of health and fitness technology such as wearable devices
Asset accumulation	Various incentives such as asset accumulation savings, Employee Shareholding Association
Housing	Renting company housing and dormitory space, support for home ownership, etc.

Core Menu Items for All Employees (Points Not Required)

Health improvement	Comprehensive physical checkups (offered every five years between the ages of 30 and 60), d health-care
Support for daily life	NTT Benefit Package (subsidy for fitness club membership, support for childcare and nursing care, use of recreation facilities)
Asset accumulation	General asset accumulation savings
Housing	Affiliated housing loan
Other	Insurance, mutual aid

Physical Healthcare

The NTT Group also takes steps to help employees fortify their physical health by using ICT. Specifically, we focus on the two measures below.

(1) Encourage healthy activities with smartphone app (d health care)

Information about how to refresh oneself and eat and sleep better, as well as information about NTT Group’s sports teams (Exercise Videos), are pushed to the smartphone app to get employees more engaged in healthy activities

(2) Guidance for specific health guidance via smartphones

Introduce ICT-based specific health guidance so that employees can conveniently receive specific guidance anytime and anywhere on their smartphone apps

To augment periodic health checkups, employees are eligible for an extensive health checkup every five years, from age 30 to age 60 (younger and older people can also receive these checkups if they wish). We also support employees who wish to join sports gyms.

Mental Healthcare

The NTT Group has established contact points for handling mental health inside and outside the Company and has been implementing mental health initiatives such as stress testing, counseling on work-related issues, and training for line managers. As part of our initiative to promote remote work styles, we address mental health issues by periodically conducting simplified interviews to monitor changes in an employee’s condition and their self-care efforts. Employees are also encouraged to communicate with superiors (line managers) by conducting pulse surveys that provides fixed point observations of employee awareness on a real-time basis.

Activities to Eliminate Accidents

In fiscal 2021 four*1 serious accidents resulting in casualties*2 occurred during construction and repair work ordered by NTT Group companies and performed by those companies or by subcontractors for the construction and maintenance of telecommunications equipment and building facilities. The incidents involved making contact with falling trees while cutting them.

The incidents involved two cases of trees falling down from the crane bucket while on an elevated work platform, and two cases of traffic guides being caught up in accidents.

To prevent accidents involving human casualties, NTT Group companies will continue to work in concert to reaffirm standard procedures, reinforce adherence, and improve the safety awareness of all workers.

Given the traffic guides being involved in one accident after another, and the large number of cases involving experienced employees including team leaders in particular, efforts continue to be made for all workers involved in NTT construction work—and not just NTT Group employees—for verifying details in a meeting before starting work, ensuring comprehensive KYT activities, and re-training experienced employees including team leaders.

Furthermore, we continue to engage in activities for achieving a safe labor environment and ensuring zero industrial accidents across the Group, such as exploring means to prevent passing vehicles from entering restricted areas as well as the use of advanced technologies including sensing, AI, and vital data.

Business Activity



NTT COMWARE
Use of DX Solution
“SmartMainTech®” (field trial)

NTT COMWARE is improve the safety of telecommunications facility construction with the use of multi-AI that can detect certain dangerous tasks and dangerous situations by using DX solution SmartMainTech®*3, which was developed to contribute to more sustainable social infrastructure.

Work that uses stepladders requires special safety measures, and instead of simply relying on on-site supervisors to caution the construction workers, safety checkers are tasked to watch videos recorded at construction sites and provide guidance afterward if they notice dangerous work.

The use of multi-AI significantly reduces work that requires visual inspections, and also aims to shift the work of safety checkers to more detailed task analysis and appropriate safety guidance, thereby achieving safety measures that are both more sophisticated and more efficient.

*1 Breakdown of accidents: 0 by NTT Group companies and 4 by subcontractors (in Japan)
*2 Serious accidents resulting in casualties: Accidents that led to fatalities or disabling injuries that would prevent the employee from working again.
*3 “SmartMainTech®” is a registered trademark of NTT COMWARE CORPORATION.

Actions in Response to COVID-19

As society embraces social distancing as part of daily life in response to the COVID-19 pandemic, we have been creating safe workplace environments, which do not require close human interaction by, extending the use of ICT, and promoting digital transformation in operational processes. In operations that require present on-site presence, such as customer support, our employees have been applying safe practices. We are also conducting thorough measures to prevent our customers from being infected.

To combat the spread of COVID-19, the NTT Group is monitoring the number of employees who have tested positive, preventing the spread of infections, and implementing measures to prevent infections. We follow the basic principles of avoiding the "Three Cs" (closed spaces, crowds and close contact) by rigorously implementing such measures as social distancing, remote work, and staggered commuting. We are thoroughly committed to preventing infections by promoting telework in addition to encouraging the use of masks, disinfecting hands, installing hands-free door openers, employing appropriate seating arrangements, and installing acrylic-glass dividing screens.

Maintaining and Improving the Health of Employees

The NTT Group helps employees maintain and improve their health by providing a full range of regular health checks and offering health guidance based on the results of these checks. Furthermore, as a measure for preventing lifestyle related diseases, we provide more extensive physical checkups for employees who request them and we require all employees to receive a comprehensive physical checkup every five years from ages 30 to 60. We also provide support to help employees use sports gyms. Together with the NTT Health Insurance Union, we are supporting employees' health-related activities by providing a portal site through which they can use a wearable device to record and check vital data such as the number of steps taken each day, as well as an app that uses health check data to predict and simulate potential future health risks related to metabolism and high blood pressure. Additionally, business sites with a cafeteria prepare lunch menus with the help of a nutritionist, and certain business sites offer massage services that employees can freely free of charge.

Prevention of Overwork

The NTT Group is striving to prevent overwork through actions that include recording and managing the times employees log in and off their computers to appropriately oversee the work hours of each individual employee, regardless of whether they work in the office or from a remote location. Health management staff also conduct interviews with employees working extended hours and offer appropriate advice and guidance on personal health care.

We are establishing a sound workplace environment for employees by introducing flex-time system, a discretionary work system, and a remote work system to offer a variety of flexible work styles.

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 (79.4% membership as of March 2020). 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.

Layoffs

Organizational changes are implemented after discussion and negotiation with all labor unions. As in the previous year, no layoffs occurred in fiscal 2019.

Business Activity



NTT DATA United
NTT Live

With lockdown measures having an impact on employees around the world, NTT DATA developed an online video streaming platform that helped to link up with those working from home.

Based on Microsoft Azure, "NTT Live" was designed to run for a low cost with the latest technology by using NTT's internal IP addresses. Available videos covered topics like Go-To- Market and NTT value propositions, as well as topics related to individual lifestyles like health, fitness and well-being.

Business Activity 29

Supporting autonomous capacity development

Our commitment

We actively support employee career development. Increasing the specialization of each employee helps develop them into professionals capable of deciding their own careers. We also strive to understand the issues at hand in order to improve the working environment and corporate mechanisms toward creating companies that are acceptable for workers

Our objective

Improvement in employee satisfaction compared to previous year (engagement rate)

Policies and Concepts

Retaining a diverse array of 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. 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.

Helping Employees Develop their Abilities

In addition to Group training and on-the-job training to enable employees to gain necessary skills in various fields of business, we provide many other opportunities for employees who are eager to get ahead, including e-learning, distance learning, in-house certification of skill levels, and support for external qualifications. We have also introduced a Group-wide talent management system

to create an environment that enables employees to play a more active role in developing their careers, and we recommend training courses that would be effective in achieving their career goals.

We actively support employee career development in various ways, including having superiors hold personal talks with their subordinates at the start, the middle and the end of the fiscal year to review performance and career plans, and holding management training for employees tapped for promotion. In particular, we have created a curriculum for nurturing experts in the security field given the heightening security risks of recent years, and we offer leadership development and a personal network building training curriculums to around 400 carefully selected general managers and section managers. With an eye on the further globalization of our operations, and to nurture personnel capable of performing in global markets, we also send employees to study at overseas graduate schools or participate in our overseas work experience programs.

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 consider it vital to have each and every employee further increase their area of specialization, acquire skills and create added value in a broad range of fields in order to better reform business, expand into new business areas, and supply and generate new value in various areas. A new compensation system will be introduced from 2023 that determines compensation based on the level of acquired "specialization" instead of the number of years employed, age, or years in the position, to help employees achieve their career vision while maintaining the motivation to acquire a higher level of specialization.



Business Activity

NTT DATA

NTT DATA Academia

The IT training program "NTT DATA Academia" was launched in fiscal 2020 for elementary school students as part of efforts to promote IT education. NTT DATA and group companies in Japan coordinated efforts to develop activities that teach how programming and IT systems work. This program will be used to assist with education by supporting children in regional communities, creating inquisitive minds toward IT and society amongst children, and nurturing children's capacity to act independently through experiences with IT.

Increasing employee engagement

In FY2021, NTT Group revamped its existing Employee Satisfaction Survey, which focused on questions related to ease of working, and added questions related to job satisfaction. It also conducted a Group-wide Engagement Survey to quantify employees' attachment to and trust in the company to which they belong as an "engagement score." Approximately 132,000 Group employees in Japan responded.

By understanding current levels of engagement among NTT Group employees and the issues that need to be improved, and by taking action to make improvements, we hope to increase the number of highly engaged employees who identify with the company's and organization's policies and strategies, as well as feel pride and take initiative in their work.

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, building skills, evaluation, rating and payment, centered on an employee qualification system that indicates our expectations in terms of behavior and performance according to the 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

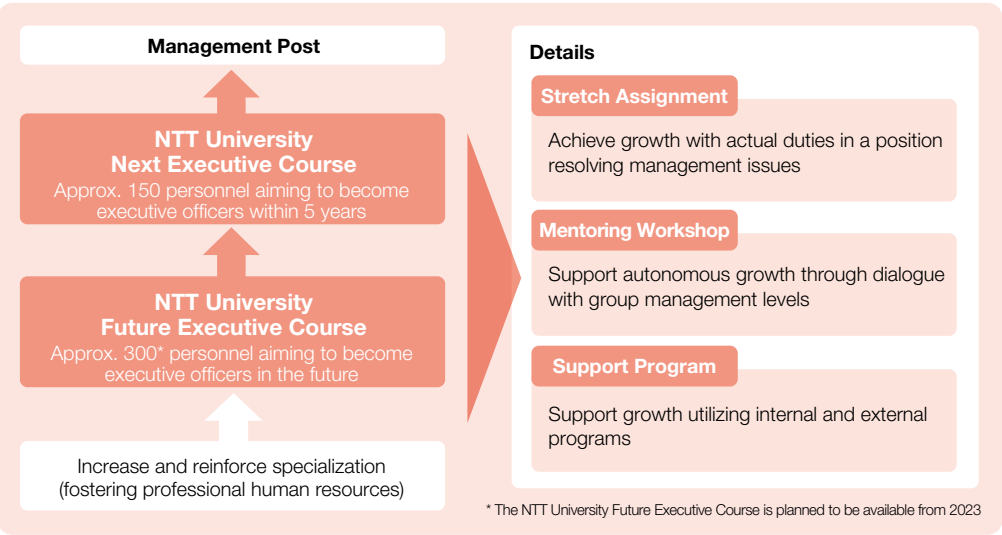
NTT Group employees meet regularly with their superiors and human resource managers for personal interviews to ensure that they share the same perception as their superiors regarding performance targets and the processes required to achieve them, to share thoughts on areas that can be improved, and to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

Employees are given six opportunities each year to talk 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.

Programs for Cultivating Management Leaders and Globally Capable Employees

Goal		Program	Details
CULTIVATION OF LEADERS TO FILL FUTURE MANAGEMENT POSITIONS	Development of Leaders for the entire NTT Group	NTT University	This mentoring program entails assigning a mentor, usually a senior executive vice president or corporate officer from within the Group, and running support programs for growth opportunities as part of key practical initiatives.
		Group leader development program	This program is designed to help the young managers who will be responsible for promoting collaboration between NTT Group companies gain experience, broaden their perspective, and develop a mind-set focused on advancing cross-Group businesses. This is accomplished through periodic relocations to other Group companies and exchanges of opinion with managers.
		MAC Management Workshop	The purpose of this program is to cultivate managers with broad perspectives that are not restricted to the Company, to foster a sense of solidarity within the NTT Group, and to enhance personal networks. The curriculum consists of four management workshop courses conducted by external lecturers over a period of seven months.
	Fostering of globally capable human resources	GLDP (Global Leadership Development Program)	The Global Leadership Development Program (GLDP) aims to broaden the horizons of the next generation of managers who will be responsible for developing global businesses, cultivate a sense of leadership within them, and help them form personal networks. The program includes a one-week curriculum of study at an overseas business school.
		GLDP LEAD (Leadership Excellence and Accelerating Diversity)	This extension of the GLDP is targeted at senior managers in Japan and overseas, aiming to help them acquire leadership skills and otherwise cultivate global leaders within the NTT Group. Participants are sent to a curriculum of study at an overseas business school, where they take part in discussions on leadership and diversity, among other curriculum items.

NTT University



In-house recruitment

At the NTT Group, in addition to offering the NTT Group Job Challenge which provides opportunities for regular employees with ambition to take on the challenge of shaping their own careers, we also operate NTT Group Job Offerings, a program for the management staff who will advance the transformation of the NTT Group. The program enables a variety of individuals who offer fresh ways of thinking to apply for important positions in each business area.

We are actively promoting the usage of these internal job posting systems as part of efforts to build a group-wide culture that supports employees taking on new challenges.

Skill Mapping and Encouraging and Supporting Acquisition of Qualifications

Each Group company sets up a unique program of skill mapping based on the characteristics of their respective business operations and conducts human resources training according to those categories. Companies measure the level of each employee according to the mapping, identify the number of employees who are qualified for each level, and measure the status of implementation. Specifically, the process is operated as follows:

- (1) Designate areas of expertise according to the expert skills required by each operation;**
- (2) Define and certify levels according to the skill set for each area of expertise; and**
- (3) Develop a PDCA cycle based on the employee's own career plan, supported by supervisors and the organization.**

The NTT Group also encourages employees to acquire qualifications related to their respective duties, including major qualifications that are in broad demand in the ICT industry such as Professional Engineer, Information Technology Engineer and Certified Information Systems Security Technology Professional qualifications, and we intend to boost the number of qualified employees.

Placing the Right People in the Right Jobs

The NTT Group engages in businesses across a broad range of fields. The development of each business requires placing the right people in the right jobs so that each employee can fully demonstrate their potential.

Therefore, we periodically rotate personnel on the basis of each employee's overall skill development and career plan decisions.

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 with training for the evaluations, setting targets, and, a handbook explaining the process using evaluation, target setting, online educational tools for promoting the understanding of our human resources management and pay systems, and a collection of high performance model examples.

Business Activity



NTT Ltd.

Educational program to protect girls' rights to learn

For those in poverty of India, education is a low priority and 66% of girls are unable to receive appropriate education. With this in mind, NTT Ltd. started the "Our Girl Children" initiative in 2017 that focuses on overall development and preparation for future employment, which included building a computer room and science lab at a public school for girls of the poorest families in Mumbai, as well as inviting them to the company offices to give them an opportunity to experience the latest technologies. Other initiatives included the installation of water coolers to provide clean drinking water, provision of mid-day meals, health initiatives such as dental check-ups, as well as holding various training programs on a regular basis. Since starting this program, attendance, graduation rate and the percent of students that has gone on to college have increased significantly. Thanks to this initiative, the girls have started to dream about an educated and empowered future and, by extension, contributing to India's economic growth.

Business Activity 30

Promoting paperless operations

Our commitment

Proactively promoting business transformation and DX to increase work efficiency

Our objective

Zero

Amount of paper used by 2025

Promotion of business transformation and DX

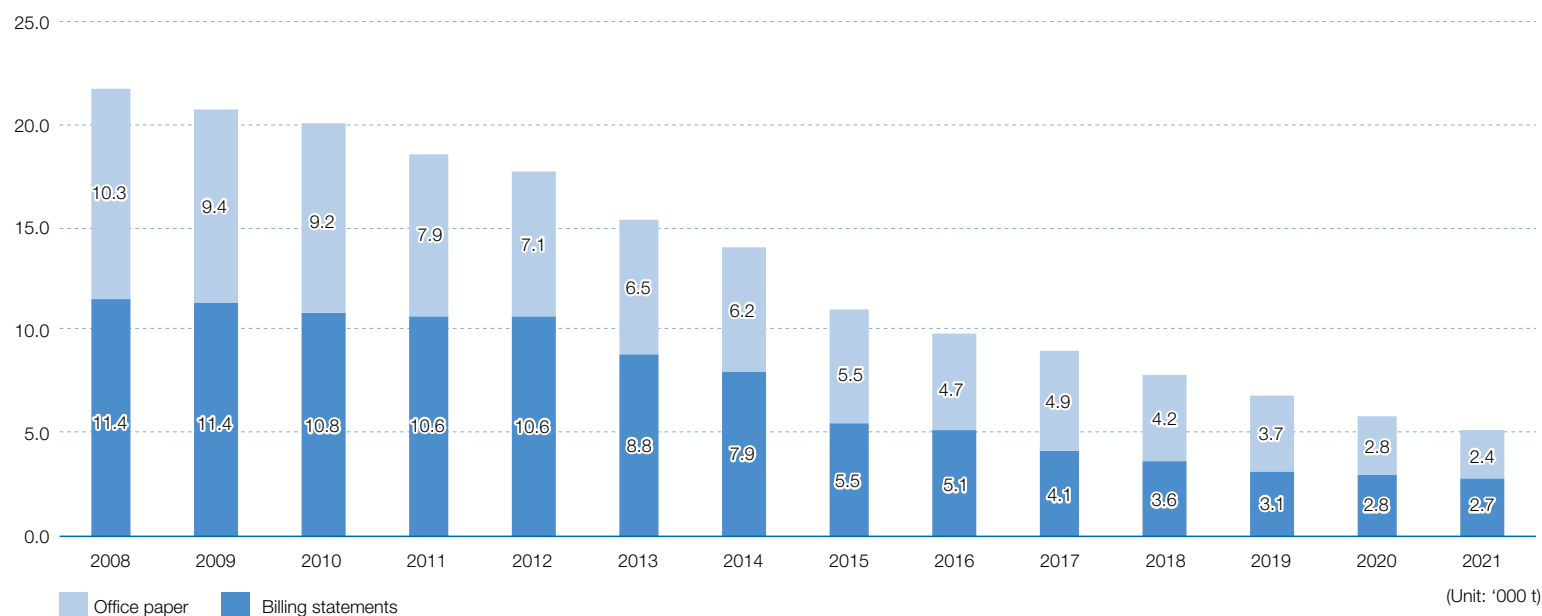
Promoting DX for business operations aims to increase work efficiency as well as implement initiatives for addressing environmental issues. The NTT Group is ramping up measures aimed at reducing the use of paper, such as charging for printed documents and changing invoices from envelopes to postal cards. In fiscal 2021, paper usage has been reduced by around 76% compared to fiscal 2008 levels. We also aim to completely phase out paper, including that used for bills and order processing documents, by fiscal 2025 together.

Paper Management and Recycling

We established a closed loop recycling system in 1999 to collect old telephone directories and recycle them to produce new ones.

We undertake numerical management for our use of virgin pulp. We are also working to reduce paper consumption of society through the use of ICT, which includes measures such as our Web billing service*1.

Amount of paper resources (office paper + billing statements)*2



*1 A service enabling customers to check their charges and usage at any time online.

*2 Total amount used including recycled paper

Social Contribution

Policies and Concepts

The NTT Group has operating bases located not only in Japan but also around the world, from which it provides telecommunications networks, an important lifeline, and develops business that works to realize a smart world and Society 5.0 by leveraging ICT and data to solve social issues.

Thus, it is essential that we not only aid the various organizations aiming to develop ICT but also pursue harmonious relationships and strive to resolve local issues in collaboration with local residents, central and local governments, NGOs, NPOs, and educational institutions.

The NTT Group looks to address the various issues faced by local communities in which we operate, including those related to environmental issues, aging populations, declining birthrates, and the education of children. NTT believes it is important to contribute to the development of flourishing and vibrant local communities through the actions of each member of Team NTT comprising NTT Group employees, their families, and retired employees.

We seek to have each employee of the 30,000 NTT Group interact with members of their local community, identify local needs, and contribute in even small ways to addressing issues through our business activities. We believe that these efforts will eventually come back to us in the form of business opportunities and avoidance of risk, and thus we view activities that invest in local communities as our most important area of activity. Herein lies the strength of the NTT Group, a global enterprise that engages in businesses deeply rooted in local communities.

Organization for Implementation

The NTT Group Sustainability Charter calls on the NTT Group to work together to help achieve a sustainable society. In accordance with this policy, six key social contribution activities of “Environmental conservation,” “Social welfare,” “Education and cultural promotion,” “Local community development and dialogue,” “International exchange activities,” and “Sports promotion” have been defined, and each NTT Group company engages in citizenship activities following the policies and detailed action plan set by NTT’s Sustainability Promotion Office.

Main Initiatives Citizenship Activity Categories

Community Investments

Corporate citizenship activities carried out over the medium- to long-term to address social issues that concern both the NTT Group and local communities

Charitable Donations

Corporate citizenship activities that are carried out on a one-time basis or are expected to be completed within a short period

Commercial initiatives

Corporate citizenship activities that generate profit for the NTT Group

Measures to Support Citizenship Activities

Programs	Description
Volunteer Gift Program	This program provides goods from the volunteer’s company to facilities and other places where the volunteer has been active over a long period.
Matching Gift Program	Under this program, the NTT Group companies support employees’ fundraising and charity activities by matching donations made by employees.
Volunteer Leave Program	This program enables employees to take extended leave for volunteer activities or other purposes in line with life design plans.
NTT Group Volunteer Portal Site	This portal site introduces and supports a range of volunteer activities across the NTT Group, with a focus on sports volunteers.

Promoting volunteer activities through the NTT Group Volunteer Portal Site

The NTT Group Volunteer Site was established in 2017 to introduce and support a diverse range of volunteer activities for NTT Group employees. Under the motto “Smiles for all,” we promote group-wide social contribution activities that can bring smiles to everyone involved in these activities. Going forward, we will expand activities that use the NTT Group’s workforce strength to develop the site as a “third place” venue for creative interaction, with the aim of enhancing the well-being of employees and local communities.

Support for Citizenship Activities by Employees

With the belief that participation in citizenship activities can help to broaden the mind, the NTT Group is implementing an increasing range of policies to support employee citizenship activities, informing employees of support programs, and commending citizenship activities carried out under such programs. Other programs include a Matching Gift Program under which Group companies match donations collected independently by employees, and a Volunteer Gift Program under which Group companies donate goods to facilities and other places where employees are engaged in voluntary citizenship activities.

Business Activity



ICT x sports x regional co-creation using avatar robot OriHime

Non-contact project

We aimed to solve the social problem of “lonely meal problems” that has increased in severity with the COVID-19 pandemic by using technology and regional assets for co-creation with multiple stakeholders.

We delivered one OriHime unit to the home of an elementary school student residing in Urayasu City, and another unit to facilities used by the ShiningArcs rugby team. The OriHime robots at each location were controlled by the junior-high school student and ShiningArcs players so they could enjoy having a conversation while eating together.

