

Maximizing well-being for all

Based on the concept of moving from the “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.



message

Message from Management
(Senior Vice President, Head of General Affairs)



Ryota Kitamura

Senior Vice President,
Head of General Affairs

Raising awareness of global human rights

In recent years, there has been a growing awareness of various issues related to human rights both in Japan and overseas, and the responsibility of companies to respect human rights has become more important than ever. Regulations regarding business and human rights are being developed overseas, especially in Europe. And in Japan, the Business and Human Rights national action plan (NAP) through to 2025 was formulated in October last year by the government to promote respect for human rights as part of business activities.

Based on these developments, 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 norms.

Overview of the NTT Group Human Rights Policy

The policy covers three key areas. The first is “Responding to International Norms.” The policy was developed in support of the Universal Declaration of Human Rights as well as other international conventions and treaties discussed and adopted from a global perspective, 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.

The second area is developing a system for “Addressing particularly important human rights issues.” Based on growing awareness of issues concerning human rights, the NTT Group will continue to identify important human rights that it needs to focus on and act while respecting the following:

- (1) Promotion of “Diversity & Inclusion,” a concept that recognizes diverse cultures and values
- (2) Promotion of “Technology that is based on high ethical

standards,” which balances both high ethical standards and technology

- (3) Promotion of “Healthy work daily life (health management),” which aims to develop a lively employee-friendly work environment
- (4) Promotion of “Appropriate expression, speech, and display” in consideration of human rights

While this policy naturally applies to all employees and executives of the NTT Group, the third area of focus is that we also ask our all members of the value chain and business partners to comply with respect for human rights.

We use processes based on the UN Guiding Principles on Business and Human Rights for our human rights due diligence throughout the entire value chain, and engage in direct dialogue particularly with important suppliers.

Maximizing well-being for all

Creating a society that recognizes diverse cultures, understands different values and coexists together is vital for maximizing well-being. This means understanding and accepting differences, and being inclusive without casting them aside. 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 these 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 there are no human rights violations throughout 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 business activities with the goal of creating a corporate culture that respects human rights.

Feature 3: Establishment of NTT Global Human Rights Policy

For the inclusion of diverse values

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 the respect for human rights.

This human rights policy applies to all people involved in the NTT Group's 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 respect for human rights through our business activities while making the most of the voices of society. To ensure that the NTT Group is not complicit in infringing human rights moving forward, we hold dialogue 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.

<https://group.ntt.jp/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”



Feature 3: Establishment of NTT Global Human Rights Policy

For the inclusion of diverse values

Respect for human rights throughout the entire value chain

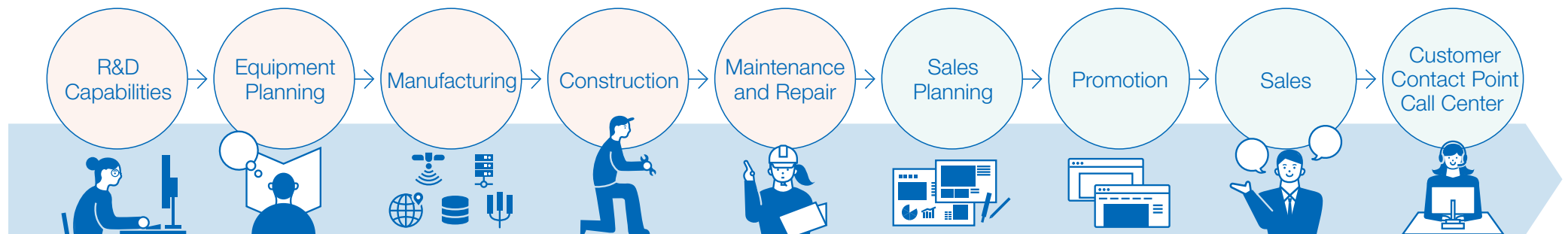
We will strive to build relationships of trust and cooperation with our stakeholders to better understand and respond appropriately from the perspective of those affected by our business.

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.

Future vision

The NTT Group is making every effort for implementing 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 human rights issues on a global scale, and strive to raise awareness of human rights and improve human rights management throughout 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.

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.



Business Activity 22

Compliance with the NTT Group Global Human Rights Policy

Business Activity 23

Encouraging society as a whole to respect human rights

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

100%

Ratio of direct dialogue with important suppliers

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.

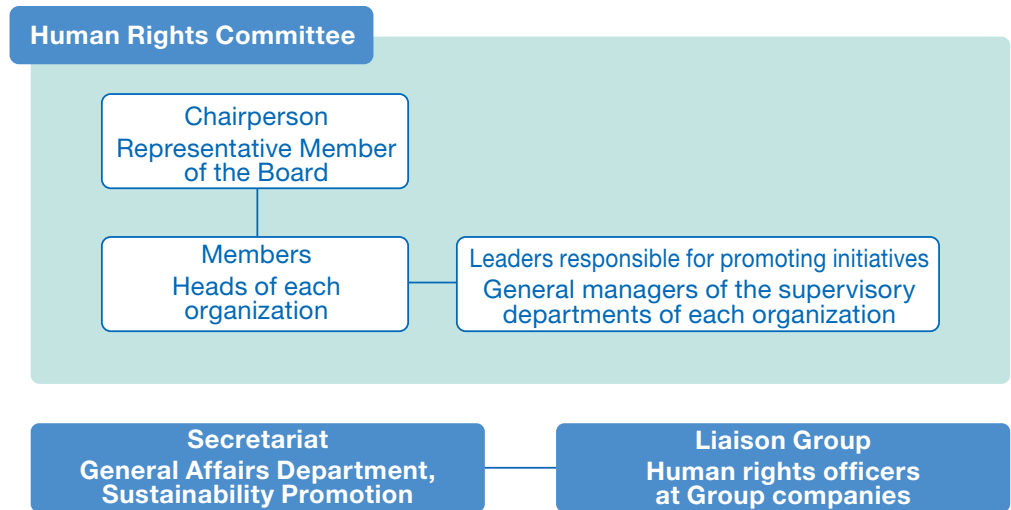
We included parts of NTT Group's existing Human Rights Charter in the NTT Group Global Sustainability Charter, and established the NTT Group Human Rights Policy in November 2021.

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.

Group-wide Human Rights Training and Education Programs

To disseminate the concept of respecting human rights and basic human rights, and to instill an awareness of global standards on human rights, 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 top management of Group companies or in other management positions, we offer programs that include lectures by outside experts on global trends in human rights. To foster awareness of human rights in 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 with Group companies in Japan and continuously carrying out educational activities during training for all employees as well as on other occasions. In the training, we communicate the importance of respect for human rights and the significance of addressing the issue throughout 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



Addressing critically important human rights issues

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.

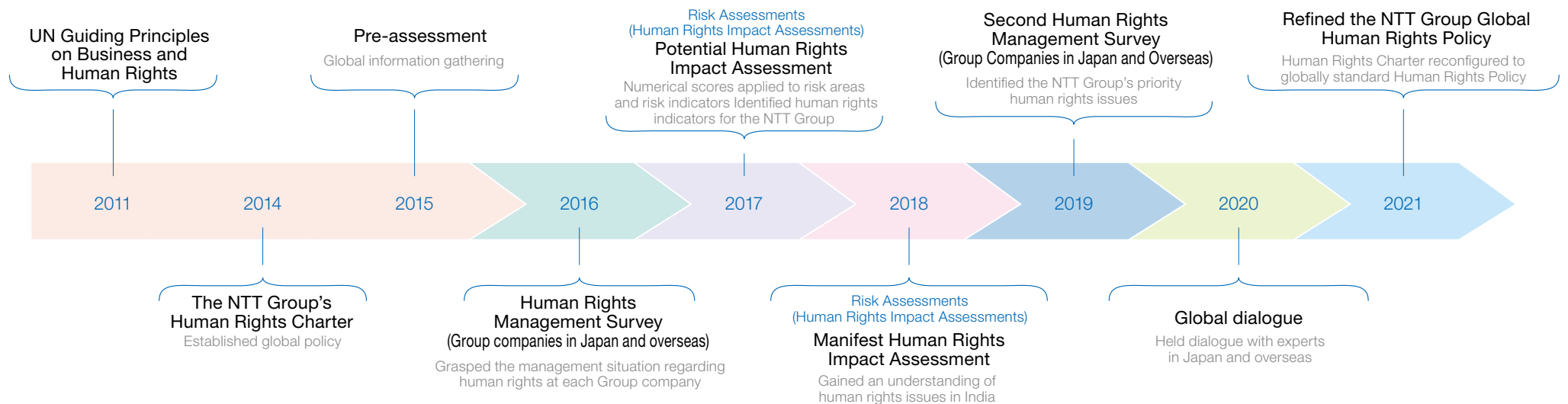
We will also hold dialogue with experts to obtain advice regarding our initiatives.

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 mapped to 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 established a globally standard human rights policy.



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 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 a high level of ethics.



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 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 appropriate in their communications than ever before. The NTT Group will take actions that absolutely refrain from discriminatory expressions, speech, and displays.

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 ▶ P114](#)



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 have events occur globally that will have an impact on our employees and the clients and communities we serve. NTT will continue to evolve our focus and programs to sustain our 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 balances 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 closeness of communications, making the movement of people and 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 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.



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)

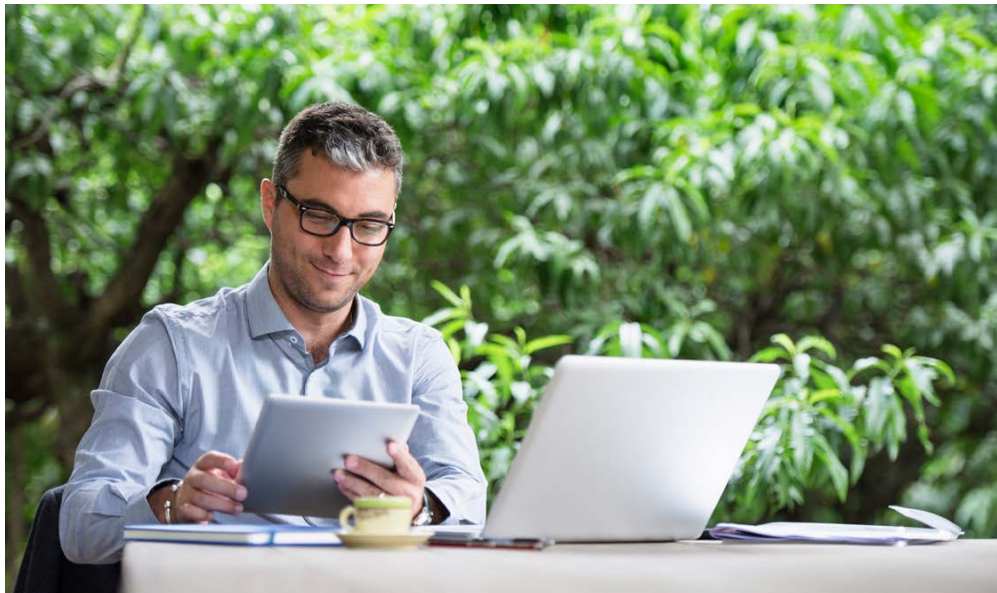
The NTT Group is promoting “Healthy work in daily life” for working close to home. Instead of trying to strike a balance between the two opposing concepts of “work” and “life,” “Work in Life” is a “paraconsistent” concept that achieves both simultaneously for a mutually beneficial result.

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.

In September 2021, NTT announced “Transformation to a New Management Style.” This policy was established based on remote work as employee’s work style, where we give employees the freedom to choose their work location. As we work toward maximizing well-being for all, the NTT Group will be implementing Healthy work in daily life by creating workplaces where employees can work energetically in good health.

Details ▶ P123



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 on young people is becoming a social problem. One aspect of communications technology like social media is that it leads to platforms created solely by individual preferences or sense of values. In this context, companies are required to be more appropriate in their communications than ever before.

Specific Initiatives

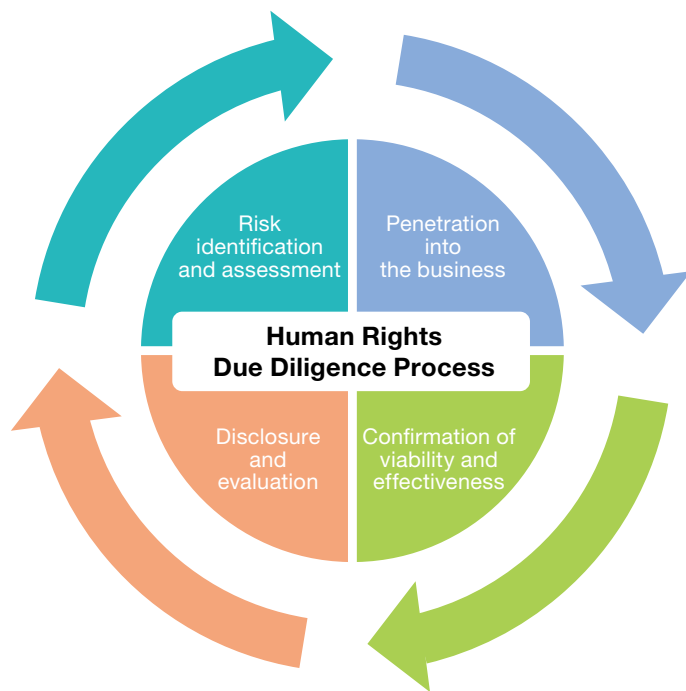
DOCOMO gives careful consideration to protecting the freedom of expression and privacy rights of people communicating via the Internet, social media and digital communication devices, which are ICT industry specific issues that have been gaining more recognition by most telecommunications carriers in 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.



NTT Communications

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

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 penetration into the NTT Group's 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 toward 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

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 thoroughly 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.

Value Chain Management

Policies and Concepts

In recent years, companies find themselves required to monitor the ESG risks and impact on sustainability, including consideration of human rights and mitigation of environmental impacts, of not only their own group companies but also throughout the entire value chain, from raw materials and supplies procurement to disposal and recycling. Also, we are seeking to expand the B2B2X model and global businesses under the medium-term management strategy “Your Value Partner 2025” that we established in 2018. We expect our value chain to expand further globally, requiring us to enhance our value chain management initiatives.

The NTT Group’s value chain management focuses on requiring suppliers to adhere to the various guidelines under the “Procurement Policies” established by NTT. For this reason, it is important for us to build partnerships of trust with all of our suppliers.

In 2013, we formulated the NTT Group Supply Chain Sustainability Promotion Guidelines to further promote sustainable procurement, and we carry out risk assessments of suppliers following these guidelines. Additionally, we have formulated the “NTT Guidelines for Green Procurement” and the “NTT Group Energy Efficiency Guidelines” as specific guidelines on the environment and we require all suppliers to comply with the provisions therein.

Organization for Implementation

NTT’s Technology Planning Department has formulated the NTT Group Supply Chain Sustainability Promotion Guidelines as a guide for promoting sustainability in the supply chain throughout the Group. In coordination with procurement divisions at each NTT Group company, we ensure that a supplier’s compliance with key items within the guidelines is a basic condition of procurement and we regularly check that this condition is being met and follow-up with suppliers.

NTT Group Supply Chain Sustainability Promotion Guidelines

A number of supply chain issues have recently come to light, including serious human rights violations such as forced labor and child labor, unlawful disposal of waste, response to stricter regulations on controlling chemical substances, bribery, and other examples of malpractice.

In light of this, we formulated the NTT Group Supply Chain Sustainability Promotion Guidelines in 2013 that contain detailed requirements for suppliers in the six areas of human rights/labor, health/safety, the environment, fair trade/ethics, quality/safety, and information security to guide our efforts as we work together with suppliers in order to conduct procurement activities in a socially responsible manner.

We have published these Guidelines in Japanese and English, seeking to communicate to a broad range of the NTT Group’s suppliers both in Japan and overseas. We expect suppliers to adhere to these guidelines along with our Procurement Policies and the NTT Group Guidelines for Green Procurement, which contain our basic approach to green procurement at the NTT Group.

Procurement
<https://group.ntt/en/procurement/>
 NTT Group Supply Chain Sustainability Promotion Guidelines
https://group.ntt/en/procurement/policy/supplier/pdf/supply_chainE2.pdf

Procurement Policies

1. NTT will strive to provide competitive opportunities with fairness to both domestic and foreign suppliers, and to build mutual trust and understanding.
2. NTT will conduct economically rational procurement of competitive goods and services that meet its business needs, deciding on suppliers based on quality, price, delivery times, and stable supply in a comprehensive manner.
3. NTT will conduct procurement in a manner that follows laws and regulations as well as social norms, and takes the environment, human rights, and other issues into account to contribute to society.

Request to Business Partners for Compliance and Risk Assessment

The NTT Group Supply Chain Sustainability Promotion Guidelines, the operational guidelines we issue to our suppliers, clearly outlines fair trade practices and business ethics (nine articles). With respect to critical suppliers, we conducted a survey on the status of sustainability procurement. We checked activities concerning compliance in general, including their response to preventing corruption, illegal political contributions and antisocial forces, and also requested further improvements where necessary.

ESG Education for Procurement Department Staff

The NTT Group implements training on ESG for staff in procurement departments to reduce the burden of procurement activities on the environment and ensure they persistently comply with the laws, regulations, and norms of society.

VA Proposal System and Supplier Awards System

NTT East and NTT West engage in value analysis activities in which we invite our suppliers to submit proposals for enhancing quality, safety and workability, and for contributing to environmental protection, and then we incorporate their ideas in product specifications. We award suppliers that offer particularly outstanding proposals. In addition, we participate in improvement presentations held by suppliers and work with them to make improvements based on dialogue and cooperation.

Since fiscal 2006, we consolidated contact points for a simpler proposal system and established an environment for further developing improvement activities, including adding a new scheme for VE (Value Engineering) & VA (Value Analysis) proposals from telecommunications construction companies and suppliers. We will remain active on improving our products and services.

Assessment of Social and Environmental Risks

We assess social and environmental risks by conducting the Supply Chain Sustainability Survey using the Supply Chain Sustainability Promotion Check Sheet to confirm the status of compliance with various guidelines and technical requirements.

The survey targets all of the NTT Group's critical suppliers that account for at least 90% of total procurement value, and includes 140 items covering the seven areas of human rights and labor, health and safety, the environment, fair trade and ethics, quality and safety, information security, and social contributions. For example, in the area of human rights, we also conduct monitoring of child labor and forced labor as well as compliance with the freedom of association and collective bargaining rights. We assess the responses from suppliers, and designate those with a certain percentage of low-rated responses, or those with a low rating for specific items, as high sustainability risk suppliers.

We visit these designated suppliers to perform additional checks, and when corrective action is necessary, we have them prepare an improvement plan and monitor its implementation. While the survey covers critical suppliers, we seek to assess risks that exist further upstream by also including items that check whether the supplier is making efforts to educate secondary suppliers about social responsibility. The goal of the survey is to request and receive responses from all critical suppliers.

Check points for the Supply Chain Sustainability Survey (140 items)

- (1) Sustainability promotion in general (4 items)
- (2) Human rights and labor (22 items)
- (3) Safety and hygiene (25 items)
- (4) Environment (23 items)
- (5) Fair trade and ethics (27 items)
- (6) Quality and safety (11 items)
- (7) Information security (15 items)
- (8) Others (social contribution activities, etc.) (13 items)

Requests to Suppliers on Environmental and Social Concerns

We have established the following guidelines as requirements under the NTT Group Supply Chain Sustainability Promotion Guidelines and seek compliance from suppliers. We also ask all suppliers that participate in procurement, whether they are a new supplier or not, to comply with our Notes Regarding Participation in the Procurement Process, including not having any past involvement with organized crime groups or demonstration of improper conduct related to procurement.

We revised the NTT Group Guidelines for Green Procurement in April 2021, and added environmental-related requirements that suppliers should comply with.

As part of environmental activities announced by the NTT Group such as the Environment and Energy Vision, this revision includes a declaration of environmentally friendly procurement (green procurement), and stipulates that all suppliers are requested to cooperate with the NTT Group's environmental activities aimed at conservation of the global environment. In the past these guidelines applied to products procured by the NTT Group, however following this revision, these guidelines have been expanded to apply to products and services sourced by the NTT Group. It also specifies the requirements of initiatives for suppliers for reducing their environmental impact, such as reducing greenhouse gas emissions, their commitment to resource recycling, and the conservation of biodiversity. The NTT Group will continue to implement initiatives for reducing its environmental impact throughout the entire supply chain.

Conducting Risk Assessment for the Supply Chain

We assess the sustainability activities of suppliers through surveys referencing various guidelines, and conduct risk assessments from various angles, including society, quality and the environment. We will continue to scrutinize the survey method, survey content, and analysis method and use the findings of these questionnaires to provide feedback and continue discussions with suppliers in order to reduce risks across the value chain of the NTT Group.

Communicating with Suppliers

The NTT Group strives to build better partnerships with each of its suppliers by mutually exchanging views and proposals through various modes of communication.

In July 2018, we started introducing a system that enables faster assessment of damage to suppliers following a major earthquake or other disaster. By exchanging information more quickly and accurately, we will continue to work with suppliers on the prompt restoration of telecommunications equipment. The NTT Group companies also engage in various forms of communication with their suppliers.

Specifically, these companies inform their suppliers of their business environment and exchange views on how they can continually work together to provide a stable supply of high quality, competitive products.

NTT Group Guidelines for Green Procurement	Reducing greenhouse gas emissions, commitment to resource recycling, conservation of biodiversity, requirements of initiatives for suppliers for reducing their environmental impact Uniformity/selection of plastic materials, restricted use of harmful materials, display of information on plastic materials, energy conservation, specific requirements for assessing suppliers
NTT Group Energy Efficiency Guidelines	Basic policy for developing and procuring ICT equipment such as routers and servers used by the Company, and target values for each type of equipment
Technical Requirements	Specific technical requirements, including the reduction of environmental loads, for procuring products that pay due consideration to quality, safety, the environment and other aspects
NTT Group's Approach to Conflict Minerals	Basic policy on initiatives for preventing the use of designated conflict minerals due to concerns that part of the minerals originating in the Democratic Republic of the Congo and nine neighboring countries are providing a source of funding for violent armed groups engaging in serious human rights abuses

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://group.ntt.jp/csr/communication/team_ntt/pdf/gender_pay_gap_report_2018_uea_v1.pdf

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 8

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, equity and 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, it is vital that differences and diversity are considered as value, and to transform that value into a viable force.

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%**
Greater ratio of new female graduate hires
- 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
- 9%**
Turnover rate

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

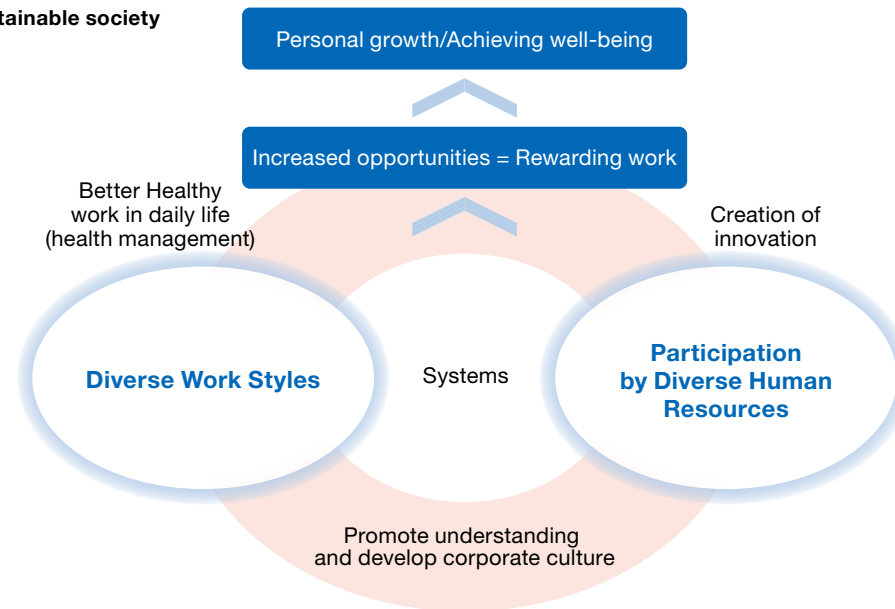
The NTT Group has positioned diversity and inclusion as an important management strategy and the president himself is communicating inside and outside the Group the importance of accepting a diverse range of values. We are working to implement initiatives aiming for diversity and inclusion companywide.

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 inclu-

sion, 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 groom 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.

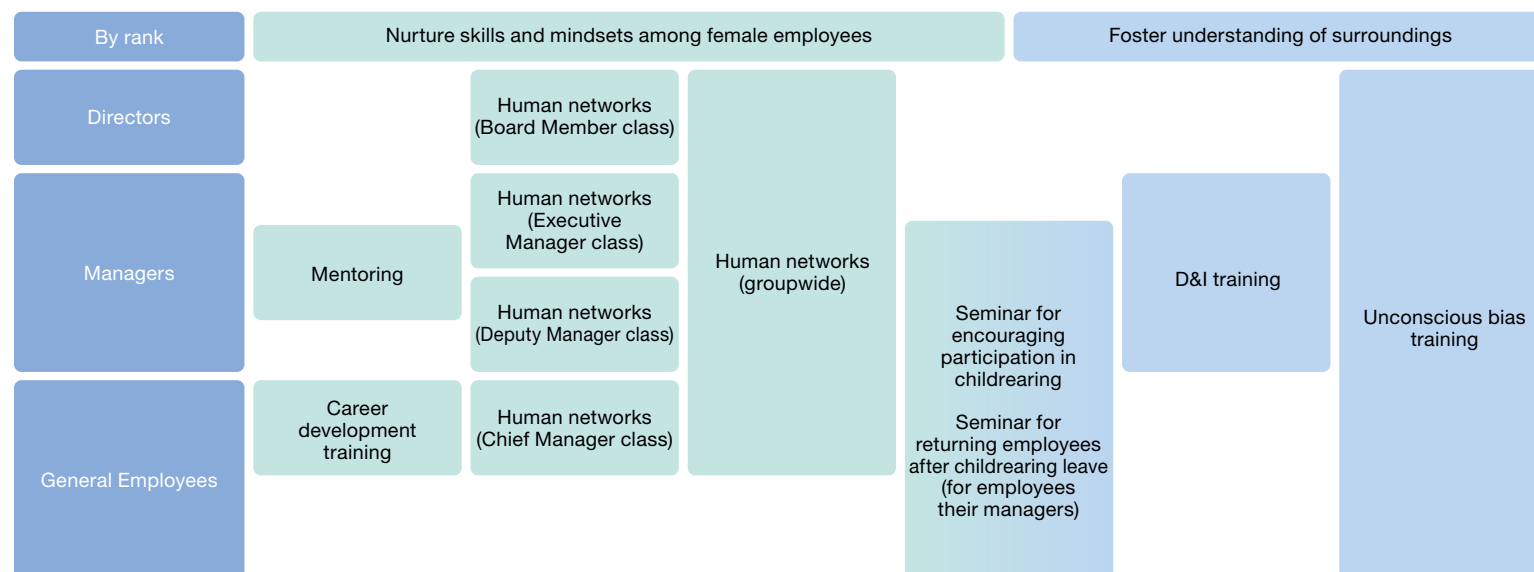
NTT University has been established for the purpose of grooming candidates for upper management positions within NTT Group, and it aims to have at least 30% women in the program.

Female employees interested in management positions

Women career development training programs 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

The NTT Group has set a 20% or higher target for women participating in internal and external training programs as part of efforts to expand training opportunities. A new program offering mentoring by female directors has also been developed for female managers.



Initiatives for International Women's Day

To celebrate International Women's Day on March 8, we created a mosaic poster made from photos sent in by NTT Group employees in Japan and overseas who wanted to participate in the project.

Mosaic poster featuring employees



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 28% in fiscal 2020. We will continue to hire outside personnel in order to have diverse personnel on staff, and aim for a 30% ratio of mid-career hires by fiscal 2023.

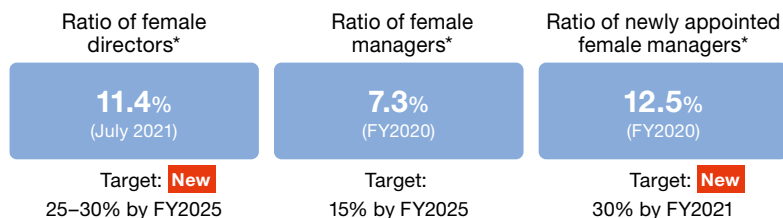
Continuous Employment of Employees at Retirement Age

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.

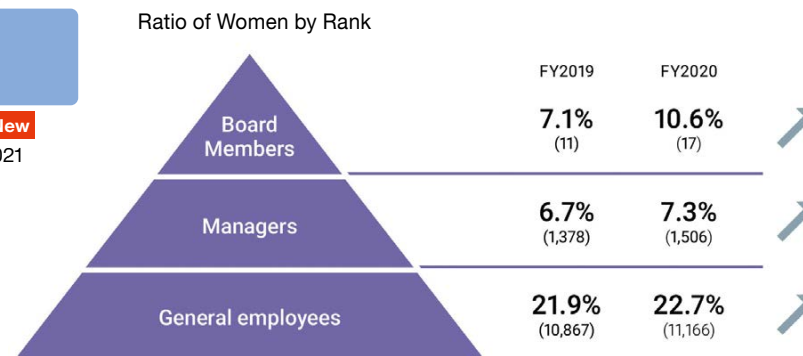
Rehiring Program for Employees Who Resigned

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.



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



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.

Some 900 employees work at these special-purpose subsidiaries, and are engaged in activities that leverage the unique characteristics of employees with disabilities.

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 mind-set seminars).

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

- NTT Claruty
<https://www.ntt-claruty.co.jp/>
- NTT West Lucent
<https://nttwest-lucent.co.jp/>
- NTT DATA DAICHI
<https://www.nttdata-daichi.co.jp/>
- Docomo PlusHearty
<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.

OriHime-D, a robot that can be controlled remotely, is being used by people with physical disabilities to offer employment opportunities and broaden their range of activity while maintaining physical distancing during the pandemic. In recognition of this achievement, OriHime-D was awarded the Special Prize in the Environment Creation Category of the 2020 ACE Awards, sponsored by the Accessibility Consortium of Enterprises (ACE).

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

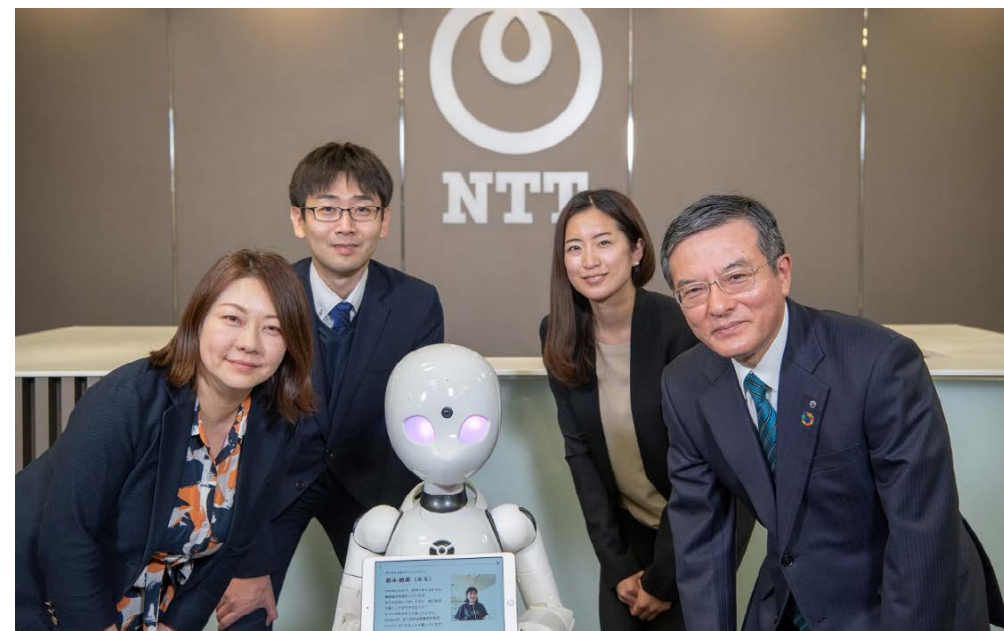
OriHime and NTT R&D offer well-being classes at elementary schools

Research

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

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.

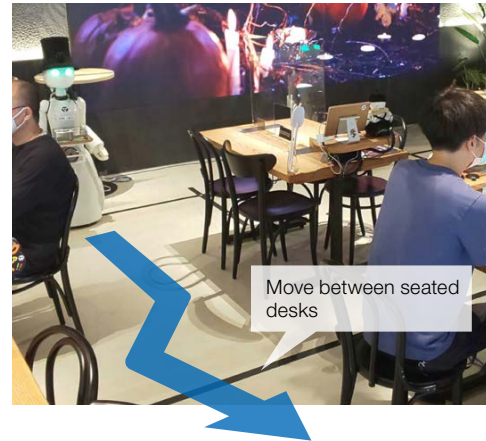


Demonstration experiment using IOWN technology

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

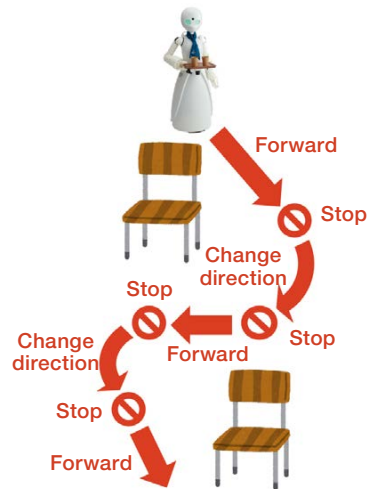


Art Contest

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.

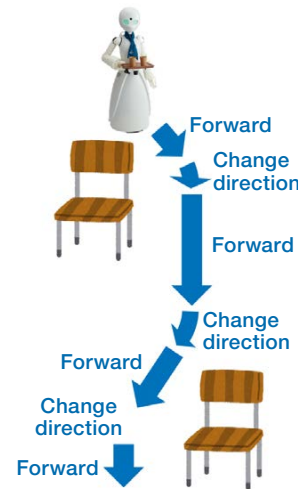


Image of OriHime-D movement using internet



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

With well-being classes being taught at elementary schools and the ongoing lifestyles changes from the shift to remote learning, there is a particular need to focus on the well-being of children.

NTT combined OriHime and well-being related research knowledge, and ran courses for elementary school children looking to boost their sensitivity to well-being, as part of efforts to have children discover that ICT can be used as a tool to enhance well-being.

(Picture) Well-being journey drawn by students (Cooperation: Nitobebunka Elementary School)

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

Our objective

100%

Ratio of male employees taking time off for childrearing

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

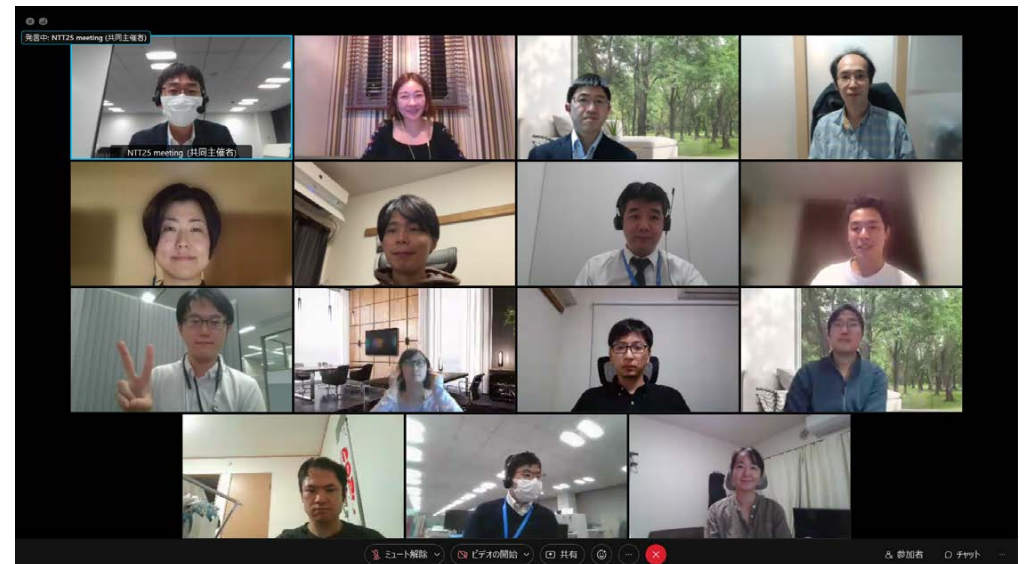
In an effort to achieve an even better work-life balance for each and every employee, the NTT Group is creating an encouraging environment conducive to taking various forms of paid leave, by encourage employees to take long vacations by combining paid leave with long major holidays such as Golden Week holidays, end-of year and New Year holidays, and summer vacation.

Initiatives for Balancing Work with Childcare

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.

We are committed to creating systems and work environments where employees feel free to take time off for childrearing.

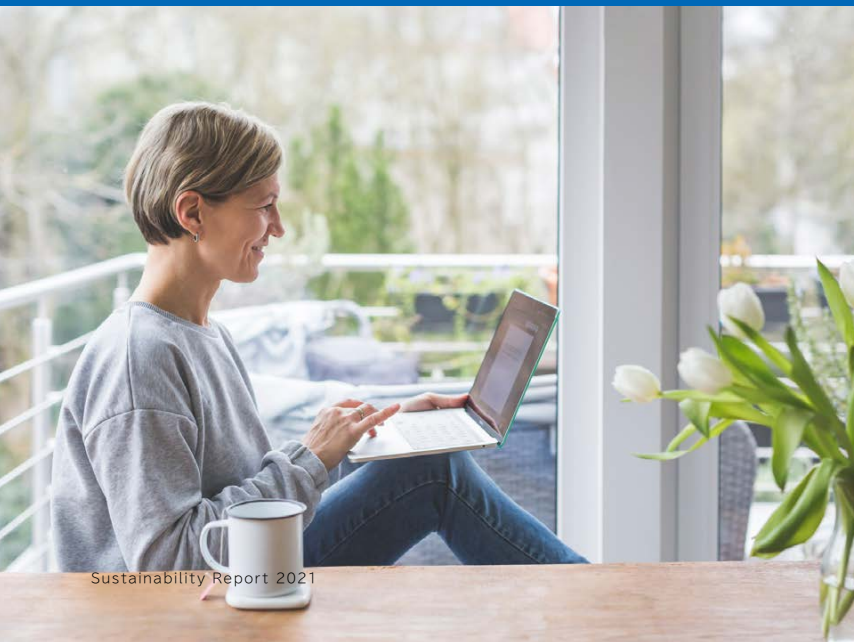


Social Challenge 9

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 encourage Diversity & Inclusion toward customers as well as the entire value chain, and accept diverse values as we aim to create a society where everyone is able to work in a lively manner.

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

Creating systems and workplace that support diverse work styles Implementing remote work and super flex-time systems

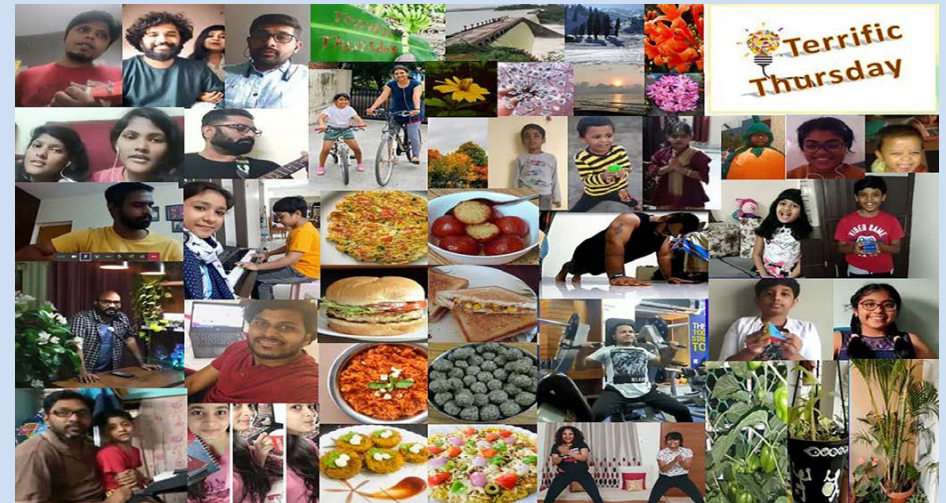
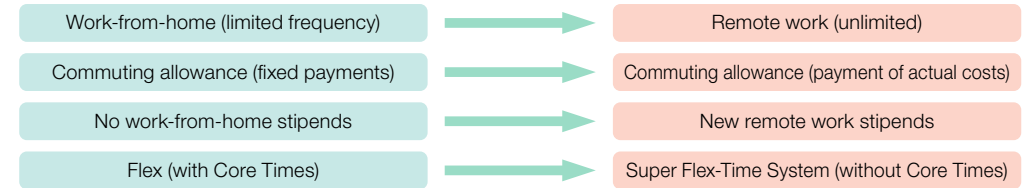
The global environment underwent unprecedented change as COVID-19 infections continued to spread, and our work styles also changed accordingly. Until that point there was a limit to the number of times employees could use the work from home system, but the NTT Group introduced a remote work system and 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.

Employee satisfaction

The results of employee satisfaction surveys held one year after implementing the remote work system in fiscal 2020 indicated a greater level of satisfaction in all areas covered by the survey. Questions about "easy-to-work environments" and "ability to work efficiently" in particular saw significant increases in scores, with a greater increase seen amongst females (males: +0.14P, females: +0.20P compared to previous year). The top three areas that female employees were satisfied with were "easy-to-work environments," "availability of systems to work while to work while providing childcare and nursing care" and "company's social mission." The promotion of remote work has led to greater employee satisfaction as it allows them to better balance work with childcare, nursing care or treatment.

Recommendations for Remote Work



NTT Data Business Solutions India Pvt. Ltd.

ABC's cross-functional COVID response team
(employee benefits, business continuity, community services)

intelligence India has formed a cross-functional COVID Response Team to aggregate real-time information and prepare an action plan to ensure:

1. Ensuring the health and safety of employees
2. Adopt digital platforms and changes to keep your business running
3. Responsible organization as part of community services, supporting migrant workers

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 objectives

Under 1,800 hours

Working hours by fiscal 2022

Zero

Number of industrial accidents

Zero

Number of accidents causing injury or death during construction work

3%

Reduction in number of employees taking leave for mental health compared to previous year

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.

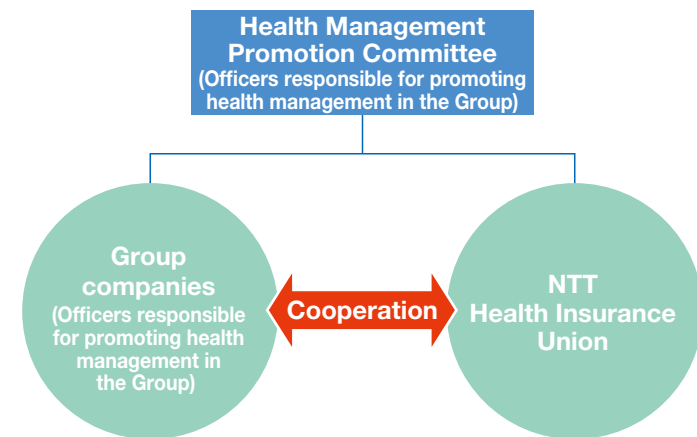
The NTT Group also established the Health Management Promotion Committee to promote health management through a collaborative effort between Group companies and the NTT Health Insurance Union. General managers of human resources department who are responsible for personnel at each Group company and directors 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 quit 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 age or career milestones to help them consider how they wish to spend the rest of their lives, including their working lives. We have also established in-house system contact points to promote greater understanding of matters including support and in-house systems for maintaining and improving physical and mental health, personal wealth building, specialist advice for tackling lifestyle-related troubles and issues, life plan creation, and support for balancing work with child or nursing care.

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 healthcare
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 symbolic 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 overwork-related issues, and line care 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 care) by conducting pulse surveys that provides fixed point observations of employee awareness on a real-time basis.

Activities to Eliminate Accidents

In fiscal 2020 two*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 down trees.

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. For example, on Safety Day, observed across the NTT Group, we confirm safety points using videos that reenact past accidents and send email messages to all employees to raise awareness of safety.

Also, during the NTT Group Safety Measure Reinforcement Period held from June 1 to July 7 and from December 1 to January 15, we work to further instill safety rules, including reaffirming previously established rules to prevent accidents, displaying safety posters unified across the NTT Group, and reinforcing safety patrols. 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.



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 Serious accidents resulting in casualties: Accidents that led to fatalities or disabling injuries that would prevent the employee from working again.

**2 Breakdown of accidents: 0 by NTT Group companies and 1 by subcontractors (in Japan)

**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 because of technology do not require close human interaction, extending the use of ICT, and promoting digital transformation in operational processes. In operations that require being present on-site, 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 use freely.

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.



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 are actively support employee career development. Increasing the specialization of each employee helps make 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 earning qualifications. We have also introduced a Group-wide talent manage-

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



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.

Enhancing Employee Satisfaction

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

Fair Evaluation and Compensation

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

Personnel Evaluation System that Employees Find Very Fair

Rather than having each company operate its own mechanisms for human resources management and development, we operate an all-inclusive system for managing employees' placement, capacity building, evaluation, rating and payment, centered on an employee qualification system that indicates our expectations in terms of behavior and performance according to employee level.

Proper evaluation requires appropriate execution of a series of processes that span target setting, everyday communication, evaluation implementation, and interviews to provide feedback. Toward this end, we adhere to the following cycle (evaluation system applies to 60% of the NTT Group).

Regular Personal Interviews with Superiors and Human Resources Managers

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

Employees are given six opportunities each year to talk personally with their superiors, once each at the start, middle, and end of each fiscal year, plus one overall evaluation feedback interview and two performance evaluation feedback interviews (April and

October). The first interview of the year is for employees and their superiors to align their views on targets for the year and for the superiors to provide advice. The mid-year, year-end and feedback interviews are for managers and their subordinates to review results, performance, and the processes for achieving targets, and for managers to provide advice and motivation for making further improvements and growth. The implementation of these interviews is managed so they are held without fail, except when vacations or leave prevent them from being held in the allotted time.

Programs for Cultivating Management Leaders and Globally Capable Employees

Goal	Program	Details
CULTIVATION OF LEADERS TO FILL FUTURE MANAGEMENT POSITIONS	Mentoring program	This mentoring program entails assigning a mentor, usually a senior executive vice president or corporate officer from within the Group to teach the frame of mind required of a manager.
	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.

New Personnel System for Self-Guided Career Formation and Assigning Right Person to Right Job

In October 2021, NTT Group introduced a job-based system for all management positions, where people are assigned to jobs regardless of their seniority, age or years of experience. For general employees, we are encouraging self-guided career formation, instead of company-guided career formation. By increasing the specialization of each employee, we aim to nurture professionals who decide their own careers by themselves.

Job-Based Personnel Compensation System

In July 2020, NTT introduced a job-based personnel compensation system for high-ranked managers at the main operating companies, where compensation varies according to the weight of the work at their assigned posts. NTT expanded this system to all management positions in October 2021. The job-based system defines the work for each post based on business plans and business operation policies of each company, and assigns the best-suited personnel to posts regardless of age. The ultimate aim is to increase corporate value over the longer term and sustain growth as a company, while ratcheting up the motivation of individuals to take on challenges and change perceptions of one's own post and the company's earnings.

Self-Guided Career Formation

The system seeks to assign the best-suited person to the work and post, regardless of age, and stimulate growth by improving the motivation of individuals to take on challenges and acquire specialized knowledge and skills. We believe this system will lead to stronger earnings for the company. To realize this, it is important to clarify the types of specializations, skills and skill levels required to perform the work in various fields. We will create a framework where employees can enhance their careers by improving their specializations on their own.

In-house Recruitment System

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



NTT Ltd.

Educational program to protect girls' rights to learn

For the poor 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 "Right to Learn" 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

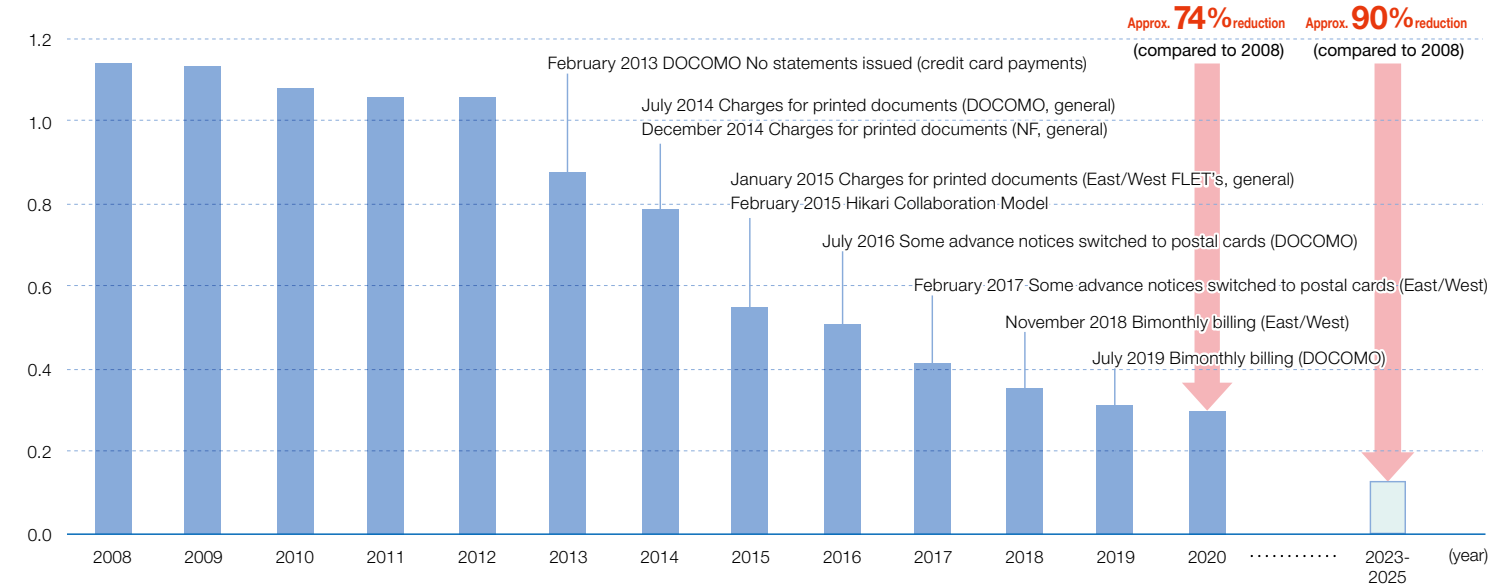
Promoting DX for business operations aims to increase work efficiency as well as implement initiatives for addressing environmental issues. The NTT Group is ramping up measures aimed at reducing the use of paper, such as charging for printed documents and changing invoices from envelopes to postal cards. In fiscal 2020, paper usage has been reduced by around 74% compared to fiscal 2008 levels. Coupled with the shift to common group IT (billing) resources, the goal is to reduce paper usage approximately 90% by fiscal 2023, 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

Paper consumption of the NTT Group in fiscal 2020 was 18 thousand tons. As for telephone directories, which account for more than 60% of our paper consumption, we established a closed loop recycling system in 1999 to collect old 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. In addition to an 80% reduction year-on-year, abolishing the Hello Page telephone directory by fiscal 2024 will achieve around an 800 ton reduction (zero consumption) by fiscal 2025.

Initiatives for reducing paper for NTT bills



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

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 300,000-strong 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. Events were held 227 times during the three years to March 2020, with a total of 5,224 group employees taking part in a wide range of 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.



Volunteer activities during the Tokyo 2020 Olympic and Paralympic Games

Some 250 employees assisted with volunteer activities during the Tokyo 2020 Olympic and Paralympic Games, taking part as Field Cast members providing a range of support at competition venues and the Olympic village, or as City Cast volunteers organized by the Tokyo Metropolitan Government.

Kick-off events and training sessions were organized before the actual activities were held, to give volunteers the required knowledge to ensure the events were a success. Employees who participated as volunteers had plenty of positive feedback, including “It was great to meet so many other Field Cast members, and the experience broadened my horizons” and “I felt that I matured as a person by taking part in these volunteer activities.”



NTT was a Gold communications service partner of the Tokyo 2020 Olympic and Paralympic Games.