



Diversity and Job Satisfaction

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NTT DOCOMO respects diversity in its myriad forms—gender, age, nationality, and values.

We strive to create a corporate culture in which all employees feel comfortable and secure in their jobs and demonstrate their aptitude regardless of their diverse attributes.





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Materiality

Develop and Deploy Diverse Human Resources and Improve Job Satisfaction

Goal To achieve a sustainable growth cycle in which human resource development creates new value and delights our many customers, leading to corporate growth

▶ Sustainability Issues

- Diversity and inclusion
- Safety, health, human resource development, and workstyle reform

▶ Strategy

In this rapidly advancing information society, the NTT DOCOMO Group strives to achieve sustainable corporate growth by contributing to society through employee self-development and self-realization, thereby generating value for customers and society.

▶ Risks

A decline in employee engagement due to delays in promoting new workstyles and diversity can lead to a decline in productivity and difficulties in retaining and recruiting human resources. Furthermore, insufficient mental health and safety measures, such as those related to network equipment construction, can have a significant impact on employee health and safety.

▶ Opportunities

By enhancing the Employee eXperience (EX) of NTT DOCOMO Group employees, we will create new experiences and excitement for customers of our services, leading to improved Customer eXperience (CX).

▶ FY2024 Initiatives

- The employee engagement survey is based on four KPIs: Motivation to Contribute, Sense of Achievement, Pride, and Recommendation. We achieved our target positive response rate by strengthening interaction between management and employees through town hall meetings and other events.
- To promote dynamic human resource management, we introduced Job-Voyage, a recommendation platform that uses AI to match human resource information with job postings. This initiative has received multiple external awards.
- We strengthened support for autonomous career development and implemented a variety of measures, including career interviews, career design training, Career Fest, and Flat 1-on-1, to create an environment where employees can chart their own career paths and take on new challenges. We promoted an open recruitment system Job Board and Double Work Program, both inside and outside the Company, expanding opportunities for career development and growth. Compared to the previous fiscal year, the number of Job Board applicants and Double Work Program participants increased by approximately 1.4 times and 1.6 times, respectively.
- NTT DOCOMO and its special subsidiary, DOCOMO PlusHearty, Inc. launched the Career Plus Program® in October 2024 to develop the skills of diverse human resources, including people with disabilities, and promote employment stability. We will expand employment opportunities through which they can thrive through training and work experience.
- We implemented initiatives to create a safe and healthy workplace with the goal of zero personal injury accidents. We strictly adhered to laws and regulations and implemented safety measures for high-altitude work on network equipment, and we strived to raise safety awareness and prevent accidents through hazard prediction and VR training.

▶ Key FY2024 Results [P. 24 Metrics and Targets](#)

Employee engagement rate



65%

Ratio of newly promoted female managers



31.6%

Ratio of male employees taking childcare leave



133%

Occupational accidents



0



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Basic Philosophy

Under the New DOCOMO Group Medium-term Strategy, the NTT DOCOMO Group is working to change the world, through the structural reform of society and industry and creation of new lifestyles, and by driving innovation with customer and its partners and bringing about major changes to society. To accomplish this, we promote human capital management, fostering a sustainable growth cycle that allows us to deliver new, enduring value to customers and society. This approach nurtures the growth of our human resources which, in turn, supports the sustainable growth of our business.

► DOCOMO's Path to a Sustainable Growth Cycle



Promotion System

The NTT DOCOMO Group established the Human Capital Committee to promote human capital management in order to realize its medium-term management strategy. The committee meets four times a year, led by the senior executive vice presidents and the general managers of the Corporate Affairs & Human Resources Departments of NTT DOCOMO, NTT DOCOMO BUSINESS, NTT DOCOMO SOLUTIONS, and NTT DOCOMO Global, and is attended by the managers of the Corporate Strategy and Planning Department of each company along with business area managers.

The Human Capital Committee deliberates on human resource strategies that span businesses, organizations, and the Company and discusses specific implementation plans and practices. In addition, we introduced a new HRBP system starting in fiscal 2024 for each business to link its business and human resource strategies and take responsibility for formulation and execution.

individual challenges (fostering individual growth while meeting these challenges), and corporate culture (cultivating a corporate culture that empowers each individual to thrive).

To address business challenges, we will develop a human resource portfolio grounded in talent profiles and then assign human resources who will have an immediate impact on our business strategies. [P. 112](#) In addition, we will implement dynamic human resources management by deploying diverse recruitment methods, including mid-career hiring, allowing us to swiftly meet evolving business needs.

For individual challenges, we will promote autonomous career development, which enables employees to set their own goals and expand their expertise, experience, and personal networks. As part of this, we will implement measures

► Three Pillars of Human Capital Management

Three Pillars	Direction	Related Initiatives
Business Challenges Implement dynamic human resource management	Dynamic human resource management that links business strategy with human resource strategy, etc.	<ul style="list-style-type: none"> Dynamic Human Resource Management P. 112 Employment and Recruitment P. 113
Individual Challenges Foster individual growth while meeting individual challenges	Business growth through the challenges and successes of individuals through autonomous career development	<ul style="list-style-type: none"> Autonomous Career Development P. 115 Human Resource Development Program P. 117 Challenge Support Program P. 118
Corporate Culture Cultivate a corporate culture that empowers each individual to thrive	A place where diverse individuals can pursue their own well-being and achieve their fullest potential	<ul style="list-style-type: none"> Promoting Diversity Management P. 120 Workstyle Reform and Workstyle Choices P. 123 Health and Productivity Management P. 127 Health and Safety in the Workplace P. 128 Labor Relations P. 130

Human Resource Strategy

Three Pillars of Human Capital Management

The NTT DOCOMO Group believes that strengthening the link between our business strategy and human resource strategy within human capital management will drive the growth of both our human resources and business. We have three pillars in our human resource strategy: business challenges (addressing these by implementing dynamic human resource management),



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such as the Plus Challenge [□ P. 118](#) to evaluate employee challenges, promote training programs for highly specialized personnel in areas such as AI and security, and encourage active participation in external activities over internal ones. Our employees will grow as a result of these measures and then take on new challenges with the Job Board and use the Double Work Program, which will enable them to fully exercise their abilities, and docomo STARTUP, a new program that enables them to create businesses based on their own entrepreneurial creativity. Through the challenges and successes of individuals, DOCOMO will be able to grow its business.

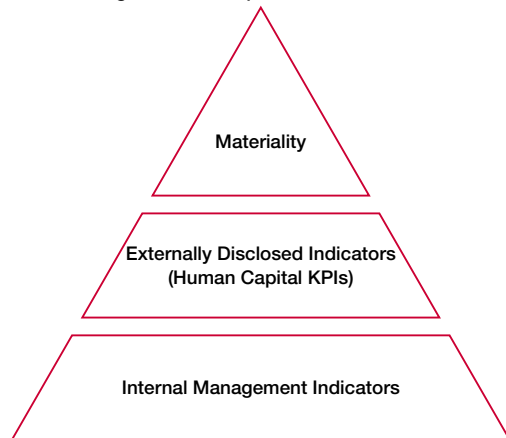
As for corporate culture, we will promote diversity management that recognizes the value of diversity, develop systems and environments that support diverse workstyles, and implement health and productivity management, thereby creating an environment where everyone can pursue their own well-being and achieve their fullest potential.

Human Capital KPIs

Setting Human Capital KPIs to Execute Business Strategies

The NTT DOCOMO Group links the growth of human resources to corporate growth and the delivery of new value, thereby delighting many customers. To this end, the Group established three pillars: realizing dynamic human resource management, encouraging personal initiative and growth, and fostering a climate and culture that fully leverages individuality. We have set KPIs for managing human capital management across these pillars.

► Positioning of Human Capital KPIs



Materiality

The key indicators managed and disclosed based on the Sustainability Policy
Ratio of female employees in managerial positions, percentage of new female managers, percentage of women in executive roles, ratio of male employees taking childcare leave, etc.

Externally Disclosed Indicators (Human Capital KPIs)

Indicators for the disclosure on progress and target levels in advancing the Company's human capital management

Internal Management Indicators

Indicators monitored through internally managed targets

► DOCOMO Group's Human Capital KPIs

		FY2027 Target	FY2023 Result	FY2024 Result
Outcome indicators	1 Customer engagement rate	Improve from previous FY	NPI 63.3% NPS -25.8	NPI 65.8% NPS -28.6
Process indicators	2 Ratio of employees with cross-border experience	30.0%	21.7%	24.7%
	3 Degree of challenging behavior (ratio of employees setting a Plus Challenge)	100%	—	45%
Base	4 Percentage of positive responses to the four KPI-related questions in the employee engagement survey	65%	60%	65%

Notes: **2**, **3**, and **4** are DOCOMO, DOCOMO BUSINESS, DOCOMO SOLUTIONS, and permanent employees of 11 functional subsidiaries.

1 Customer engagement rate

Improvement in both NPI*1 and NPS*2 indicators, which demonstrates the strength of customer relationships, compared to the previous year

*1 Next purchase intention: the intention to continue using a service
*2 Net promoter score: an indicator to measure customer loyalty

2 Ratio of employees with cross-border experience

Employees gain new perspectives and acquire the habit of learning and growing as individuals by leaving their primary company or workplace to work in a different environment.

3 Degree of challenging behavior (ratio of employees setting a Plus Challenge)

All employees set targets for medium- to long-term initiatives that are difficult to achieve within a year, as well as proactive, challenging targets for self-development and business growth.

4 Ratio of positive responses to the four KPI-related questions in the employee engagement survey

The target 65% is achieved for the four KPI-related questions on job satisfaction and ease of work.

Improving Employee Engagement

While until now NTT DOCOMO has sought to ascertain job satisfaction and ease of work through employee satisfaction surveys, we began conducting a new employee engagement survey in fiscal 2022. The change was made in response to the growing momentum for individuals to design their own careers with the advent of the era of 100-year life spans, as well as an ongoing revision of the relationship between employees and a company driven by the establishment of



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remote work. We will strengthen the bond between employees and the Company and maximize employee engagement to drive business growth and deliver value to society.

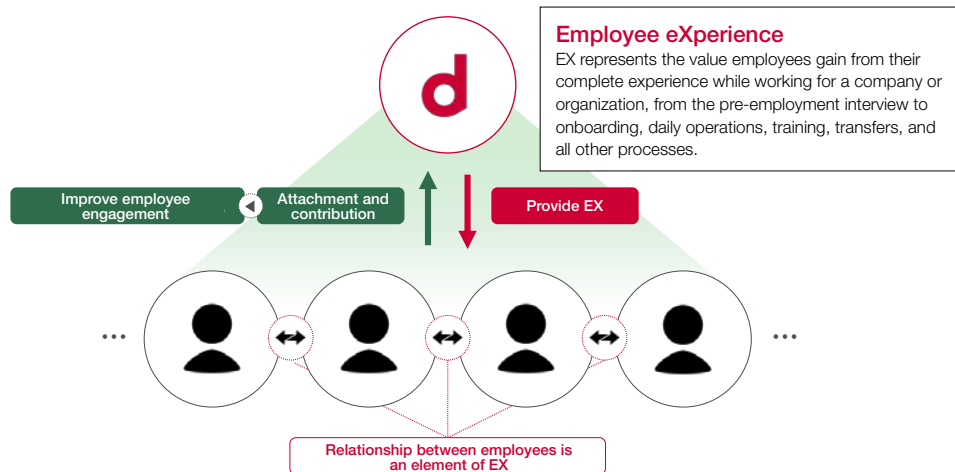
To better understand issues and promote improvements, we use the ratio of positive responses to four engagement-related questions in our survey as KPIs, and also gather feedback on questions related to Employee eXperience (EX) that affect these KPIs.

Four Questions Related to Engagement (Four KPIs)

- **Willingness to contribute** At this company, I am motivated to contribute more than is required to get the job done.
- **Sense of accomplishment** My work gives me a sense of personal accomplishment.
- **Pride** I am proud to be working for the company.
- **Recommendation to acquaintances** I would recommend our company to those I know as a great place to work.

Relationship between Employee eXperience (EX) and Employee Engagement

We are working to improve EX based on our belief that stronger employee engagement is the result of better EX.

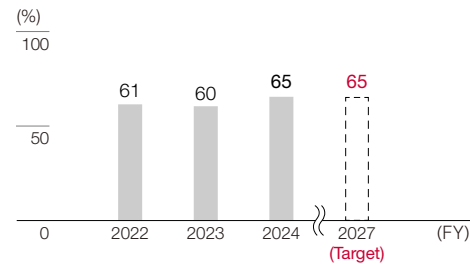


Survey Results

The results of the FY2024 survey show that “Willingness to contribute” and “Recommendation to acquaintances” remained at high levels due to increased opportunities for dialogue, particularly in person. “Pride” improved from the previous year as a result of the increased frequency of communication and dialogue from management, which led to a greater understanding of the Company’s direction and the background to its management strategy. While “Sense of accomplishment” improved, scores tended to be lower than those for other questions. We hope to enhance job satisfaction by creating an environment where individual employees are fully engaged in their activities and can perform at their best.

The results of the employee engagement survey have served as KPIs for executive compensation since fiscal 2023, renewing their position in management. We are also promoting initiatives such as setting organizational goals to drive improvement within each organization.

► Average Positive Responses to the Four KPIs (Willingness to Contribute, Sense of Accomplishment, Pride, and Recommendation to Acquaintances)



Frequency	Annually (quarterly surveys administered separately)
Target company	DOCOMO and its 11 functional subsidiaries, DOCOMO BUSINESS, three companies of the DOCOMO BUSINESS Group, and DOCOMO SOLUTIONS Note: Other Group companies obtained responses on a voluntary basis.
Method	Web-based questionnaire (5-point scale)

Town Hall Meetings

The NTT DOCOMO Group holds town hall meetings to open dialogues between employees and management, allowing employees to express their thoughts from a field perspective. A total of 15 town hall meetings were held in fiscal 2024, with approximately 30,000 Group employees participating in both in-person and online sessions. The opinions received are promptly considered and applied to improve operations, such as formulating the NTT DOCOMO Group Basic Policy on Customer Harassment to establish a safe and comfortable working environment for frontline staff.





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Dynamic Human Resource Management

Basic Philosophy

In the NTT DOCOMO Group, dynamic human resource management is the foundation for linking management, business, and human resource strategy to meet the challenges of business competition. Building the human resource portfolio based on talent profiles and expanding information makes it possible to visualize the gap between the human resources required to realize business strategies and NTT DOCOMO's current workforce and assign the right jobs to the right people. What is more, the Company must be able to respond quickly to changes in the business environment. We will therefore create the foundation for dynamic human resource management by providing a variety of recruitment methods to respond to such changes.

Building a Human Resource Portfolio

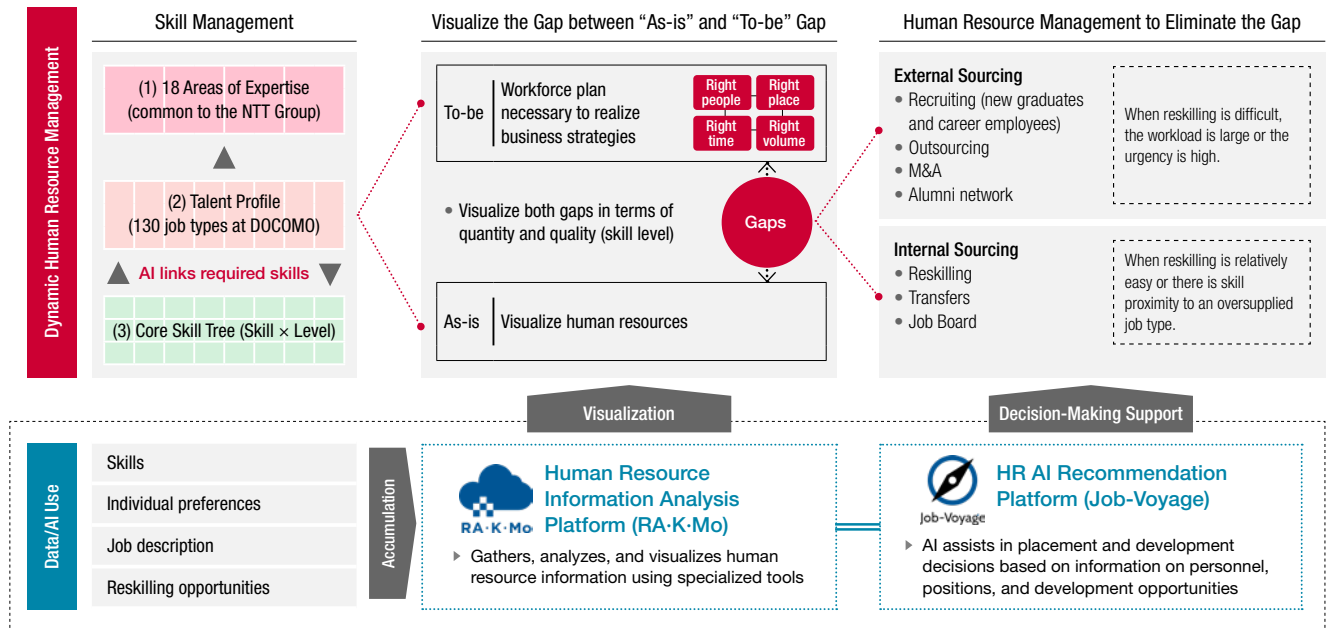
To implement dynamic human resource management able to respond quickly to the management strategies and changes in the business environment, we are building a human resource portfolio based on current talent profiles. In addition to the 18 areas of expertise common to the NTT Group [P. 117](#), the NTT DOCOMO Group has defined about 130 additional job types. Furthermore, the Group used generative AI to link job types with approximately 400 required skills and established a core skill tree to clarify its "as-is" human resource portfolio. We then defined the "to-be" human resource portfolio required for the future based on our business strategy. To close the gap, we are managing human resources by linking recruitment, training, and reassignment.

To respond faster to business changes, we will shift to business-driven human resource management, establish a function responsible for human resource management to achieve business strategies in close proximity to business managers, and reform the overall system and approaches so that we can achieve that business-driven human resource management.

Accumulating the portfolio in the centralized database enables us to advance the digitalization of human resource operations. We are enhancing the platform's functions through the use of LLM technology for optimal human resource placement, talent recommendations through free-text search, and AI-assisted suggestions for individual career development plans.

AI-Driven Talent Recommendation Platform (Job-Voyage)

In fiscal 2024, NTT DOCOMO introduced an AI-based talent recommendation platform. By leveraging both employee and position data, the system uses AI to provide recommendations that support decision-making in placement, training, and recruitment, enabling more dynamic talent management.





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Employment and Recruitment

Basic Philosophy

NTT DOCOMO incorporates its human resource strategy into personnel systems and strives to maximize the abilities and motivation of every employee by assigning the right jobs to the right people, promoting skill development, and conducting appropriate performance assessments.

In regard to hiring, promotion, compensation, training, and other employment-related opportunities, we treat everyone fairly and altogether in a consistent manner, without differentiating based on characteristics other than reasonable factors* such as personal ability, aptitude, or one's accomplishments. Through NTT DOCOMO's website, we disseminate messages related to our philosophy on respecting employees and our recruitment practices.

We disclose information about salary structures and salary increase methods via our intranet. Furthermore, we are aware of the importance of complying with the legal minimum wage and of paying sufficient living wages so that employees and their families can afford a stable standard of living. In FY2024, our current average salary is 425% of the minimum wage in the employees' respective regions.

*Characteristics that tend to form a basis for discrimination include race, ethnicity, nationality, regional origin, skin color, age, gender, sexual orientation, mental and physical disability, religion, political beliefs, labor union membership, and marital status. Medical examinations and pregnancy tests are also considered as aspects of discriminatory practices when used to hinder equal opportunity or fair treatment.

[Respect for Employees \(in Japanese only\)](#)

[Recruitment Information \(in Japanese only\)](#)

Job-Based Recruitment for New Graduates: WILL Courses

In recruiting new graduates, we have applied job-based recruitment by introducing two recruitment courses: a work field-guaranteed WILL Course and post-guaranteed WILL Course as options, allowing new graduates to demonstrate the expertise they acquired in college, in addition to the open course for applicants interested in a wide range of fields. In line with the revision of the system to award and raise salaries according to the required actions and expertise acquired and demonstrated for each employee grade, we also started a new process in fiscal 2024 to determine the initial grade around the time they join the Company using the same criteria.

► Results of 2025 New Graduate Recruitment

Ratio of employees recruited via WILL Courses	33.9%
Work field-guaranteed WILL Course	224 employees
Post-guaranteed WILL Course	43 employees

Scope: DOCOMO and DOCOMO BUSINESS (jointly hired)



Maria Takigawa

FY2025 Post-Guaranteed WILL Course
Joined as a 6G/IOWN engineer

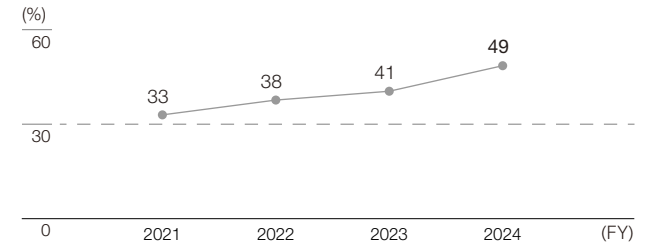
I researched wireless communications at university and wanted to work in that field. I learned about the WILL Course, which offers a guaranteed position through an on-site internship. I was attracted to the idea of being able to join the company after gaining a clear understanding of the work, so I applied. Following my job offer, I worked as a part-time employee, acquiring the knowledge necessary for the position I was to be assigned to and analyzing wireless signals. Thanks to that experience, I have been able to work effectively since being officially assigned to my current position.

Expanding Recruitment of Experienced Personnel as an Immediate Workforce

The NTT Group actively recruits experienced personnel who have the specific experience and expertise required by each business. The NTT Group wants at least 30% of its hires in fiscal 2025 to have experience, whereas the DOCOMO Group significantly surpassed that target with 49% in fiscal 2024.

The NTT DOCOMO Group also actively supports the success of new employees after they join the Company. We provide guidance and also onboarding support such as group training for experienced hires, visits to docomo Shops, and one-on-one meetings with the General Affairs and Human Resources Management Department, as well as with supervisors to cultivate expectations for career development within the Company.

► Percentage of Experienced Employees Hired



Scope: DOCOMO, DOCOMO BUSINESS, and DOCOMO SOLUTIONS

Launched the Alumni Network

In April 2024, NTT DOCOMO launched the Alumni Network as an initiative for supporting exchanges and information-sharing with former employees who are active across a range of new fields to maintain ties for creating business and advance mutual career development. An increasing number of alumni have gained experience outside the Company and hope to return to NTT DOCOMO, and the number of those returning has risen every year.



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We will provide more opportunities to connect NTT DOCOMO with its alumni as a means of increasing their future options.

Strategic Recruiting and Development of Human Resources

The NTT DOCOMO Group established a Specialist Grade program in fiscal 2023 to certify employees who demonstrate advanced expertise valued both internally and externally and contribute to the entire organization. This has enabled employees to seek specialist careers in addition to traditional management positions, thereby broadening the scope of career development for them beyond previous limitations.

We introduced the Advanced Professional System in April 2025 to foster new businesses amid its expansion beyond telecommunications into many other business domains. To build a foundation for that growth within the Group, we are strengthening our recruitment of talent with outstanding expertise, as well as those who can lead growth areas, primarily from the external human resource market, with compensation aligned to market value.



Takafumi Yamazoe

Specialist Grade Employee (Data Scientist)

By combining the strengths of the DOCOMO Group with my own expertise, I will continue to add value in a variety of areas and take on external activities to expand the Group's recognition. I believe that having more employees with advanced expertise that is useful both internally and externally will enhance the value of the Company and lead to sustainable growth.

- Launched the cross-industry IoT consortium Device WebAPI consortium
- Planned and developed engineer training programs (IoT Curriculum in collaboration with the National Institute of Technology, Collaborative X-Tech Bridge in collaboration with 42 Tokyo, etc.), supported various hackathons, and served as a judge for app contests
- Certified as an IPA MITOU Super Creator in fiscal 2008
- Project manager for the AKATSUKI Project of the Ministry of Economy, Trade and Industry in fiscal 2025



Autonomous Career Development

Basic Philosophy

The NTT DOCOMO Group recognizes that the ability to take on individual challenges and demonstrate acquired skills with robust career development support are both essential for independent career development. The application of

these individual skills also drives the Company's sustainable growth. In a rapidly evolving business environment where the future is difficult to predict, fostering the growth of each employee will help strengthen the Company's ability to adapt swiftly to change. Under this philosophy, we have created an environment where employees can independently develop their careers through the following three phases: I. Career development support for setting goals, II. Various skill development support programs for self-improvement, and III. Pursuing career plans. We also support independent career development by incorporating feedback loops across the three phases.

Support for Career Development

The NTT DOCOMO Group is strengthening measures to promote independent career development by employees, both from the perspective of enabling them to work with vigor by leveraging their individual talents and from the perspective of achieving corporate growth. We encourage employees to take action to realize their aspirations by providing career design training for learning to independently envision their careers, gain opportunities to obtain information on career development, and additional opportunities to consult with others on career development.

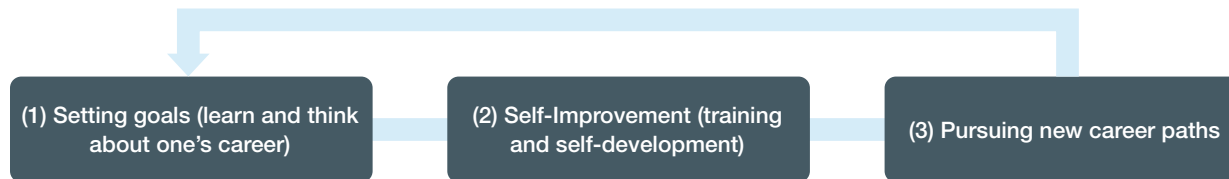
Appropriate Performance Assessments

NTT DOCOMO believes that the purpose of assessing employee performance is to develop skills and increase motivation to ultimately enhance corporate performance. In line with this belief, all DOCOMO employees are evaluated on their performance and career development once a year. To ensure fairness, assessments are conducted in three stages by a primary evaluator, a secondary evaluator, and a coordinator. Each employee sets personal goals that cascade from organizational objectives, and performance is comprehensively reviewed through interviews on setting individual goals, progress confirmations, results reflection, and feedback. In fiscal 2024, 100% of eligible employees, excluding those on leave or in special circumstances, received evaluations. Employees who may disagree with their evaluation can file an appeal to the General Affairs and Human Resources Management Department through the consultation desk.

► Effects of Autonomous Career Development



► Three Phases of Autonomous Career Development





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► Major Career Development Support Measures Implemented in FY2024

Type of Support	Outline and Purpose
Career interviews	All employees (excluding those in managerial positions) take part in career interviews, in which supervisors and subordinates engage in a dialogue once a year. We support independent career development by providing opportunities for employees to think about what they want to achieve and how to develop their abilities and to convey their thoughts to their supervisors.
Career design training	Training about deepening self-understanding of one's values and aspirations by reflecting on one's career to create a career plan. We also offer age-specific courses and courses for managers to improve their skills for supporting their subordinates in their careers. Approximately 750 employees participate in this training each year.
Career design training and consultation for all employees 48 years old	Career training and consultation with career consultants for all DOCOMO Group employees who are 48 years old. Providing career-related information and opportunities for employees to think about their careers supports the career development of middle-aged employees.
Career consultation	Internal and external career consultants (nationally licensed) are available for online career consultation. Employees can view the profiles of consultants and choose the one who best suits them. More than 2,500 employees have used this service since it became available.
Career Fest	An event for all employees in which they can easily access various career-related information. Online seminars by career development experts and online roundtable discussions, in which employees from various business fields speak about their own work, provide opportunities for employees to obtain tips on thinking about their careers, helping them to broaden their perspectives and make decisions about career goals.
Flat 1-on-1	Allows employees to informally express and mutually discuss career concerns, including work and private life, with other employees (as a flat structure in the sense of equally, without any hierarchy, and casually, or at any time), regardless of organization, position, or age. Users can choose who they want to consult with from a list of partners and request one-on-one meetings.

Scope: DOCOMO, DOCOMO BUSINESS, and DOCOMO SOLUTIONS

Programs in Support of the Development of Various Abilities

The NTT DOCOMO Group promotes the medium- to long-term development of human resources while paying due consideration to individual aptitudes. In order to respond to the increasingly diverse and sophisticated needs of customers, we designed training programs with specific focuses, such as for improving career level performance and supporting elective competencies. We also established a self-development support system that allows each employee to work on developing their own abilities. We review and enhance these programs and the system as necessary.

We also actively support employees in obtaining qualifications. In fiscal 2024, we supported the acquisition and renewal of private and public qualifications to about 5,700 employees. In fiscal 2024, the NTT DOCOMO Group provided training valued at 156 thousand yen per person.

Business Skill Development Support Programs

- Distance learning programs (approx. 1,400 courses)
- Semi-annual subsidies for language school tuitions
- Language skill assessment support
- Support for qualification challenges (approx. 930 qualifications)

► Major Business Skill Development Support Programs in FY2024

Program	Outline and Purpose	Participants (approx.)
Training for acquiring skills required by each career level	Training for acquiring the necessary awareness and skills required by each career level for new employees, newly appointed managers, managers in their third year, and newly enrolled area-limited employees	3,500
Program for taking stock of current skill set required by each career level	Program for gauging the current level of acquired skills required by each career level	2,200
Elective training to enhance business skills and expertise	A variety of training courses useful for developing the 15 competencies and the expertise required of DOCOMO Group employees, who attend the course(s) of their choice	3,500

Scope: DOCOMO, DOCOMO BUSINESS, and DOCOMO SOLUTIONS

► Status of Training Programs

Category	Unit	FY2021	FY2022	FY2023	FY2024
Training programs	Number	1,192	1,797	817	755
Cost of training per person	Thousand yen	69	78	79	101
Hours of training per person	Hours (approx.)	34	45	45	45

Scope: DOCOMO

docomo academy Supports Employees "Taking a Step Forward"

Since its establishment, the docomo academy has followed the theme of "Let's do something big." This program supports employees who want to break out of their shells and step forward. It also provides a place to learn skills and develop mindsets for those who want to grow, try something new, reskill outside of their main job, or otherwise take a step forward.

Launched in 2020, the docomo academy marked its fifth year in 2024, with a total of 950 graduates. We are broadening their horizons and elevating their perspectives through inspiring guest lectures, establishing a class community environment as a "third place" (outside the home and workplace), and providing one-on-one sessions with exceptional mentors. Furthermore, starting from the fifth term, the program will be open to external participants, increasing opportunities to engage with diverse values and contributing to building contact networks. We will continue to support employees in advancing.



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Development of Global Human Resources

We are implementing practical programs necessary to expand our business across the Group and globally create the new lifestyles outlined in our medium-term strategy. We are also convening exchange gatherings for employees to boost their motivation.

Global OJT

We provide the Global OJT program, in which employees with several years of work experience after joining the Company are dispatched overseas. In addition to developing foreign language skills, the program is intended to nurture business competencies such as international sensitivity and business practices. The program is provided across a wide area that includes sales, service planning, and development, depending on the background of each employee, and it offers an opportunity to gain valuable experience that cannot be obtained in Japan.

► Number of Employees Dispatched Overseas in FY2024

Category	Total
Overseas study	4
Global OJT	5

Scope: DOCOMO

Challenge Support Program

Plus Challenge

The Plus Challenge program is designed to encourage NTT DOCOMO Group employees to take on new challenges and foster a culture that encourages initiative. Employees can set personal goals for mid- to long-term efforts that will contribute to their current work or proactively challenge themselves to achieve personal and business growth. The program evaluates the outcomes of overcoming challenges as well as the decision to take them on. In fiscal 2024, the program's first year, 45% of employees incorporated a Plus Challenge into their goals, resulting in many new challenges.

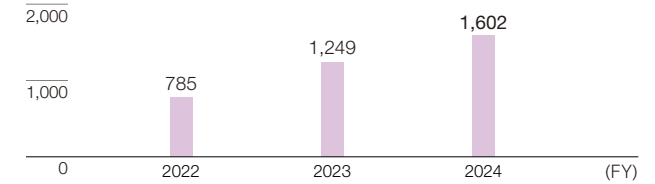
Going forward, we will continue to promote both the quantity and quality of challenge goals as a key policy to link each employee's efforts to their own growth and further develop our business.

Job Board (Open Recruitment System)

NTT Group has been implementing the NTT Group Job Board to promote the exchange of human resources within the Group and provide opportunities for motivated employees to pursue their career ambitions. Employees are free to apply for openings on their own initiative. The jobs that come up tend to require specific skills or are associated with new business activities.

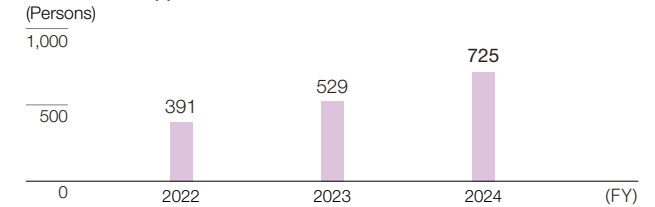
NTT DOCOMO is expanding the use of this system. In fiscal 2024, the number of available positions, applications, and successful applicants reached a record high, with 1,602 positions available, 725 employees applied, and 354 successful applicants transferred to their desired positions. To further strengthen the program, efforts are being made to expand the number of available positions and raise employee awareness.

► Number of Available Positions



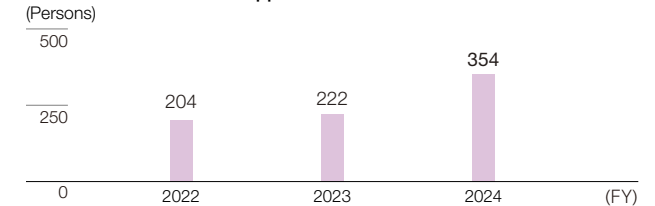
Scope: DOCOMO, DOCOMO BUSINESS, and DOCOMO SOLUTIONS

► Number of Applications



Scope: DOCOMO, DOCOMO BUSINESS, and DOCOMO SOLUTIONS

► Number of Successful Applicants



Scope: DOCOMO, DOCOMO BUSINESS, and DOCOMO SOLUTIONS



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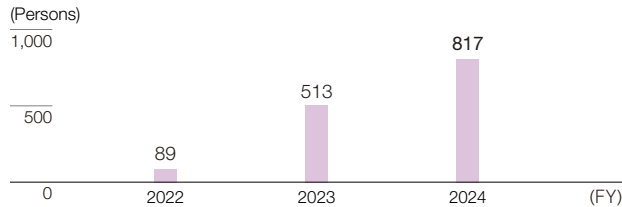
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Double Work Program

The NTT DOCOMO Group has introduced the Internal Double Work Program, which allows employees to devote up to 20% of their prescribed working hours over a period of six months to working for other organizations. In fiscal 2024, 817 employees took advantage of the program as an opportunity to apply their individual skills and acquire new ones.

The External Double Work Program, established in fiscal 2023, allows employees to devote up to 20% of their prescribed working hours to working for external venture companies and other opportunities for approximately three months, to foster a sense of career development through casual cross-border experiences. In addition, we actively promote initiatives that encourage both the professional and personal growth of employees, such as supporting dual and side jobs, to further strengthen human resource development.

Participants in the Internal Double Work Program



Scope: DOCOMO, DOCOMO BUSINESS, and DOCOMO SOLUTIONS



Takumi Ito

Home department:
Business Strategy, Consumer Services Sales Department, Metropolitan Area Regional Office

Concurrent department under Double Work Program:
Business Co-creation Group, Service Innovation Department, R&D Innovation Division

I mainly work in marketing for consumer services in the Tokyo metropolitan area. The market environment surrounding our customers is constantly changing, and I felt the need to perform advanced data analysis more quickly than ever before to understand the situation and consider ways to improve. So I took advantage of the Company's Double Work Program. I also work in the Service Innovation Department, where I am challenging myself to develop a data analysis AI agent using LLM. Through my experience developing AI, I have gained knowledge of upstream processes in data utilization and have also grown in my proficiency in those processes as well as my ability to develop ideas for UI/UX.

docomo STARTUP (New Business Creation Programs)

Since March 2001, NTT DOCOMO has operated an internal venture program in which proposers themselves participate in the establishment and management of new companies. It has also been operating 39works as a new business creation program since July 2014 and generated 1,300 business ideas by 2023. In July 2023, the Company revamped these programs into docomo STARTUP, a new business creation program for the new DOCOMO Group, which enables employees to experience every aspect, from learning to starting a business. One notable feature of this program is a course that allows employees to spin out their own business ideas with minor investment from external lead investors and NTT DOCOMO, and the originators of the business ideas themselves, to become managers fully committed to the business. In fiscal 2024, approximately 530 NTT DOCOMO Group employees participated, working to build internal communities and foster their independent career development.

Six Companies Spun Out through docomo STARTUP (as of the end of FY2024)

Educational manga for adults using generative AI

Exploring next-generation online careers

Fashion consultations that digitalize try-on experiences

Digital content production and sales support using web3 technology

Hair straightener sharing service

Information dissemination service supporting PTA management that parents can trust and enjoy participating in



Mamiko Ueda

CEO, Comunii Inc.

While working and supporting my child's school life, I felt it would be great if the PTA could become a more enjoyable community where local people could make friends and participate in community activities. This experience led to the birth of this venture. I was able to launch my business in February 2025 thanks to a system that supported me through every stage, from meeting like-minded colleagues to verifying the business concept and spinning out based on the lean startup approach. When I started working at DOCOMO, I never dreamed I would start my own business, and I'm more surprised than anyone that it has turned into a spin-out. I think the program is wonderful, as it allows individuals to turn their ideas into businesses with no prior experience, and I hope it leads to a lot more employee-led ventures.



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Promoting Diversity Management

Basic Philosophy

The NTT DOCOMO Group welcomes differences in race, nationality, gender (including gender identity and sexual orientation), time constraints, physical and mental disability, diverse professional abilities, and values, and promotes diversity management to maximize the abilities of each individual employee. We also promote NTT DOCOMO's Workstyle Reform so that all employees can work with vitality. We will pay respect to positive heterogeneity, create an environment where employees can work with enthusiasm, and create and provide new value, thereby driving sustainable corporate growth.

Diversity Management System

NTT DOCOMO's Carrier Design Office (formerly the Diversity Development Office) continues to lead its efforts to establish diversity, empower women, help employees balance work with childcare and nursing care, and raise awareness of diversity.

In our commitment to becoming a driving force for innovation and social change by promoting an organizational culture that embraces diverse values and individuality as a norm, we continued to promote diversity, equity and inclusion through integrated efforts at our branch offices and Group companies nationwide. In fiscal 2024, we launched the Human Capital Management section of the NTT DOCOMO corporate website. We are developing diversity, equity and inclusion activities (Harmony Program) to support the pillars of human capital management. By providing easy-to-understand

information on NTT DOCOMO's systems and policies, we are strengthening promotion both inside and outside the Company.



Nurturing Diversity Awareness

To deepen understanding of diversity, NTT DOCOMO has been pursuing efforts such as creating initiatives for promoting women's careers and holding diversity lectures for executives and all employees. Using the key phrases "deeper understanding of diversity" and "high quality working styles," we will continue becoming a company that harnesses the power of its diverse workforce to continuously deliver new value to society.

► Specific Initiatives for Promoting Diversity Management (Priority Issues)

Themes	Keywords for Action	Description of Activities
Nurture awareness of diversity	Mutual understanding and creative thinking	<ul style="list-style-type: none"> Communicating the top commitment (dispatch of message) Diversity lectures (for executives and all employees) Employee engagement surveys Promoting the hiring of persons with disabilities Supporting work-life balance for childcare and nursing care, promoting understanding of diversity, including persons with disabilities, LGBTQ individuals, and foreign nationals (via web seminars, etc.)
Promote women's careers	Raise awareness of career development	<ul style="list-style-type: none"> Set and disclose numerical targets for female managers, monitor progress Win-d* activities (for setting a role model for female employees) <ol style="list-style-type: none"> Win-d First (new employees) Win-d Start (mid-career employees) Win-d Next (managers) Executive exchange and mentoring with organization heads (for managers) Leadership development training (for mid-career employees) Mentoring with managers and assistant managers (for new employees) Career design training (for new employees)

*"Women's innovative network in docomo group" is a career development program for female employees.



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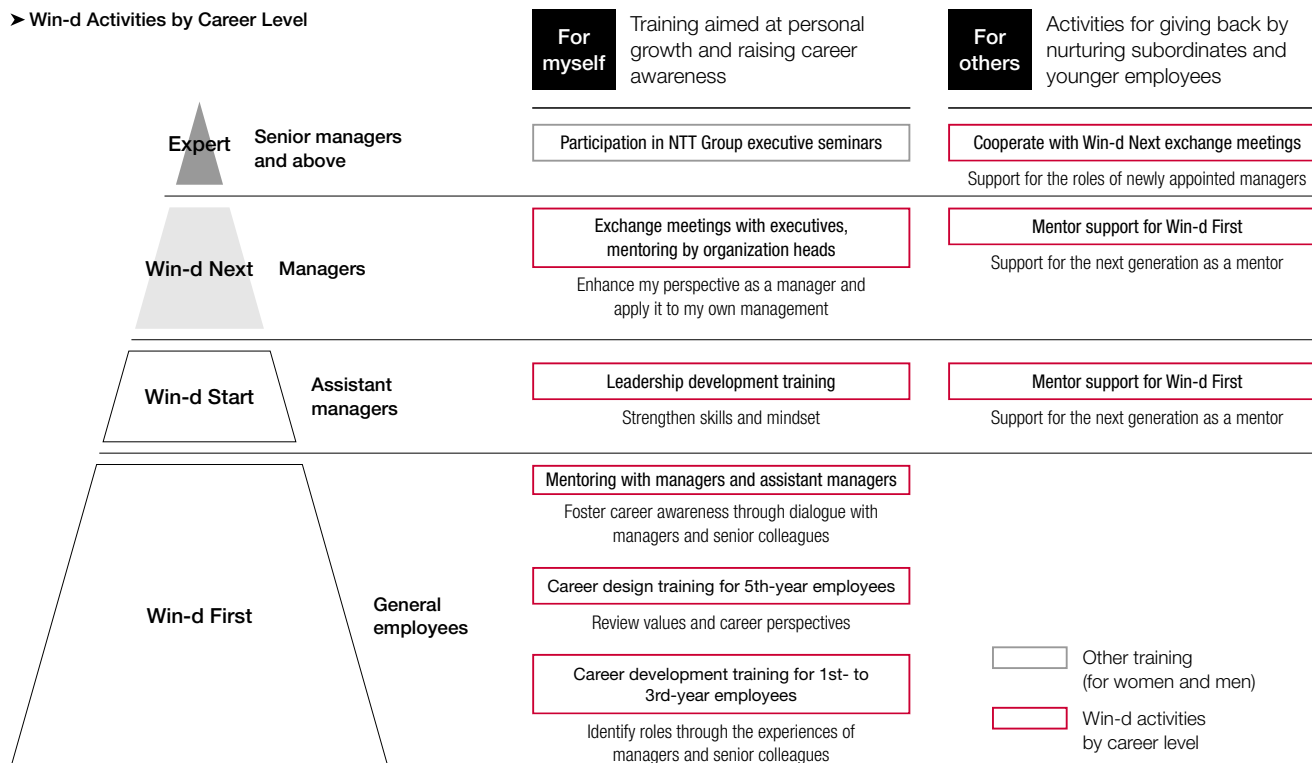
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Promoting Women's Careers

Among all of its diversity-related efforts, NTT DOCOMO has been making a particularly forceful drive to promote women's careers toward achieving our goal of increasing the ratio of female employees in managerial positions to 15% by the end of fiscal 2025. To this end, at NTT DOCOMO we are accelerating our drive to promote successful careers for women and raise their awareness of career development to develop an environment in which they can fully demonstrate their abilities.

We conduct Win-d activities to provide support for the professional development of women at each stage of their careers to bolster career awareness and build a stronger vertical pipeline. Moreover, we took the initiative to raise the awareness of supervisors overseeing female staff members in order to focus on each individual when developing employee careers. This involved implementing a training program for supervisors through which they could learn and practice how to support career designing and skill building for career development support.

► Win-d Activities by Career Level



Promoting Employees of Diverse Nationalities

NTT DOCOMO is committed to hiring people while respecting their individual capabilities, regardless of gender, nationality, or race. In fiscal 2024, we hired 16 new foreign national graduates, who are now pursuing careers at the Company, in Japan and overseas, including in the Global Business Division, Research and Development Division, and Corporate Sales and Marketing Division.

Ratio of Female Hires among New Graduates for Fiscal 2024 (as of April 1, 2024)

27.3%

Scope: DOCOMO and DOCOMO BUSINESS (jointly hired)

► Appointments to Managerial Positions by Gender

	Unit	FY2021	FY2022	FY2023	FY2024
Male	Persons	3,715	3,650	2,862	2,797
	%	89.3	87.5	87.0	85.1
Female	Persons	443	523	428	490
	%	10.7	12.5	13.0	14.9
Total	Persons	4,158	4,173	3,290	3,287

Scope: DOCOMO

(As of April 1 of each fiscal year)

► Number of New Managerial Appointments per Year by Gender

	Unit	FY2021	FY2022	FY2023	FY2024
Male	Persons	259	212	167	164
	%	69.3	69.5	69.0	66.9
Female	Persons	115	93	75	81
	%	30.7	30.5	31.0	33.1
Total	Persons	374	305	242	245

Scope: DOCOMO

(As of February 1 of each fiscal year)



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Initiatives for Understanding LGBTQ* and Sexual Minorities

In April 2016, the NTT Group announced the following stance regarding LGBTQ.

The Group intends to develop its organization and realize a society in which everyone can live and work based on who they are, regardless of their orientation or gender identity, by promoting the creation of an environment that embraces diversity, strengthens motivation to maximize each employee's ability, and facilitates effective workstyles. In accordance with this concept, we have been advancing life-event related programs, such as providing benefits as childcare and nursing care allowances and childcare and nursing care leave to employees with same-sex partners and whose relationships are regarded by society in general to be essentially the same as married couples or accepting the use of bynames within the Company by transgender individuals.

At NTT DOCOMO, we have been organizing training for managers and web-based training for all employees toward establishing a working environment in which LGBTQ employees can be themselves and work with vigor. We also take steps to improve the physical workplace environment, such as by upgrading restrooms and other facilities. In terms of services for our customers, we apply family discounts to same-sex partners and intend to continue promoting the understanding of sexual minorities.

*LGBTQ stands for lesbian, gay, bisexual, transgender, and questioning and is generally used to refer to sexual minorities.



Tokyo Pride 2025

NTT DOCOMO participated as part of the NTT Group in Tokyo Pride 2025, an LGBTQ event, to facilitate discussion on the importance of respecting individual differences in terms of gender, sexual orientation, gender identity, gender expression, nationality, culture, disability, and other characteristics, as well as being oneself in the workplace.



Tokyo Pride 2025

Focus on Expanding Employment Opportunities for People with Disabilities

NTT DOCOMO proactively hires persons with disabilities with the intention of diversifying its human resources to create new value. In addition to hiring them, the Company is implementing efforts such as developing manuals on employee retention and career advancement and offering flexible work locations and hours, including remote work.

NTT DOCOMO PlusHearty, Inc., a special purpose company that cleans office buildings, maintains a high retention rate by providing not just learning support but also guidance to improve the physical functions of employees.

Career Plus Program®

NTT DOCOMO and DOCOMO Plus Hearty, a special purpose company of the NTT DOCOMO Group, launched the Career Plus Program in October 2024. This program aims to promote career-development employment that enhances diversity and inclusion by deploying expertise and knowledge related to skill development and employment stability for diverse human resources in the NTT DOCOMO Group. Through this program, participants will hone their business and life skills while receiving training through their work at NTT DOCOMO. After matching, they will be assigned to NTT DOCOMO Group companies in fiscal 2026. We will also increase employment opportunities for people with disabilities at other Group companies in the future. We intend to expand this effort to further diversify the Group's workforce.

Employment Ratio of People with Disabilities (as of June 1, 2025)

2.69%

Scope: Employees and employees on loan at parent company NTT DOCOMO Inc., special purpose subsidiary DOCOMO Plus-Hearty, Inc., and other affiliated companies: NTT DOCOMO BUSINESS, Inc., NTT DOCOMO SOLUTIONS, Inc., DOCOMO CS, Inc., DOCOMO CS Hokkaido, DOCOMO CS Tohoku, DOCOMO CS Tokai, DOCOMO CS Hokuriku, DOCOMO CS Kansai, DOCOMO CS Chugoku, DOCOMO CS Shikoku, DOCOMO CS Kyushu, DOCOMO Support, DOCOMO Technology, DearOne, NTT DOCOMO Business Solutions, NTTCom Communications, NTTCom Online Marketing Solutions, DOCOMO Datacom, and minacolor



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Workstyle Reform and Workstyle Choices

Basic Philosophy

NTT DOCOMO is seeking to enhance productivity by gradually expanding the workstyle choices offered to employees with a focus on initiatives for balancing work and parenting as well as promoting diverse workstyles. To realize workstyles that promote autonomy and a passion in each employee with an eye toward enhancing productivity and providing new value, NTT DOCOMO is focusing on an effort for diversity management and workstyle choices.

► Specific Initiatives for Workstyle Reform and Workstyle Choices (Priority Issues)

Themes	Keywords for Action	Description of Activities
Promoting the work-life balance	Eliminate concerns and encourage male and female participation	<ul style="list-style-type: none"> • Support for maintaining contact with the workplace during childcare leave (docomo Smile Relay) • Promotion of male participation in childcare (encouraging male employees to take childcare leave) • Seminars to support employees balancing work with childcare/nursing care • Tools for supporting employees in balancing work with nursing care
Use of systems	Effective operation	<ul style="list-style-type: none"> • Consideration for versatile workstyles that enhance productivity and efficiency • Establishing remote work by adopting the Standard Remote System*, and conducting personnel transfers not tied to where people live • Increasing the number of flexible hours under the flextime systems • Implementing sliding working hours (shifting the start and end times of working hours of employees with childcare and/or nursing care responsibilities) • Encouraging employees to take a life planning vacation (for childcare and nursing care) • Reengagement of former employees who left for childcare or spouse's/ partner's transfer • Creation of infertility treatment support leave, Company-led childcare

*The Standard Remote System is a remote work-based system that allows employees to work remotely from anywhere in Japan.

Promoting the Work-Life Balance

Encouraging Male Participation in Childcare

To dispel ideas of gender roles, accelerate initiatives for male participation in childcare, and promote the work-life balance, we sought to attain our target of 100% for the ratio of men taking childcare leave (including our unique leave system for childcare purposes). The result for fiscal 2024 was a rate of 133%. Activities we offer to encourage male participation in childcare include roundtable discussions and lectures and Company-led childcare programs that support early returns to work after childbirth or childcare.

Balancing Work with Childcare

NTT DOCOMO aspires to be a company and workplace where employees with children can demonstrate maximum performance within the given time constraints and continue working with vigor. To that end, we are creating programs and frameworks that allow employees to pursue versatile workstyles while also changing the perception of how we work and take vacations, which is the most important part of the reforms, through seminars and other initiatives.

One of these programs is the docomo Smile Relay, which helps women maintain contact with the workplace during their childcare leave so that they can be ready to continue to develop successful careers upon their return. It also supports them in continuing their careers after they return. When an employee becomes pregnant and wishes to learn more about the childcare leave system, they submit a Mom and Dad Report, after which we provide guidance on the necessary procedures to the employee, their supervisor, and the department's general coordinator.

Before the employee takes childcare leave, a three-party meeting takes place with the employee, her immediate supervisor, and the general coordinator of her department and a session is held to explain the childcare leave program.



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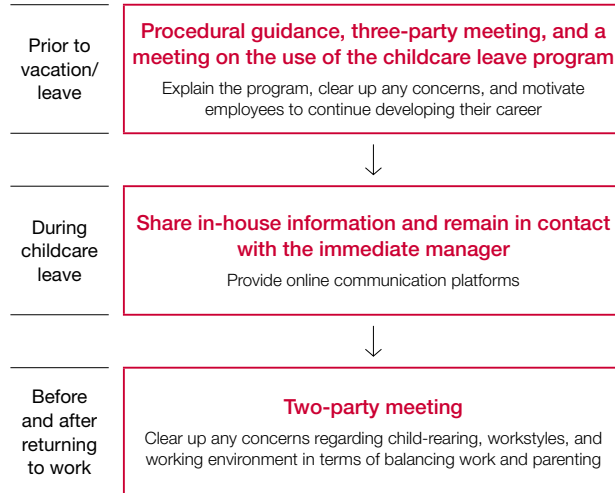
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During the employee's childcare leave, we organize online events to provide information on balancing childcare and work and to offer networking opportunities for employees on leave. Before and after returning to work, the employee and supervisor meet for interviews as part of our tailored support for each stage, including information before taking childcare leave, during the leave, and before and after returning, to make sure each employee is able to easily return to work and develop their careers.

► NTT Docomo Smile Relay



Balancing Work with Nursing Care

We regularly hold seminars on nursing care at NTT DOCOMO's regional offices and Group companies as part of our initiatives to improve the balance between work and nursing care. We also provide a nursing care risk assessment tool that visualizes each individual's circumstances and preparedness for nursing care to develop aging literacy. In addition, we regularly distribute useful information on nursing care by issuing newsletters on nursing care and posting related content on our intranet so that employees gain knowledge in this area, while also encouraging a deeper understanding across the entire workplace, thereby helping to enhance the workstyles of employees who provide care for family members.

Supporting Work and Life Events

We have launched an internal project to establish an environment that allows employees to harmonize their work and life events at every career stage and continue working while demonstrating their abilities. We are pursuing initiatives to (1) centralize and disseminate information related to life events, (2) hold seminars and training on childcare, nursing care, illness, and related topics, and (3) collect employee feedback through questionnaires and other means and incorporate them into a framework or system.

Enhancing the Benefit Programs

We are creating an environment where every employee can work vigorously and in good health while enhancing their motivation and vitality to maintain and improve productivity. To this end, we have been promoting health and productivity management to develop and enhance our health maintenance and promotion options. We added Group Long Term Disability Insurance to our cafeteria plan in April 2024 as a safety net in the event of risks such as prolonged treatment for illness and serious inability to work, thereby creating an environment where employees can continue to work with greater peace of mind.

We have also been in a partnership with company sponsored nurseries to support employees who return to work early from maternity and childcare leave and providing a rewarding workplace where they can continue working without missing opportunities to grow.

Using Our Systems

Systems that Support Diverse Workstyles

As a major aspect of its diversity management, NTT DOCOMO seeks to offer more options in workstyles in response to the shift to increasingly diverse lifestyles. Specifically, we have introduced programs such as a flextime system, remote work, and personalized shifts (sliding working hours) to offer a working environment in which employees can choose from a broad range of options. Since fiscal 2020, we have sought to further promote flexible workstyles by introducing a super-flextime system without core hours and by expanding the scope of organizations eligible for the system.

We are promoting Work in Life (health management) by allowing people to freely choose and design their own workstyles, while further improving the remote work options and expanding the number of satellite offices and shared offices, to offer a more flexible workstyle for each employee regardless of location, which in turn will lead to increased productivity and efficiency while encouraging innovation.



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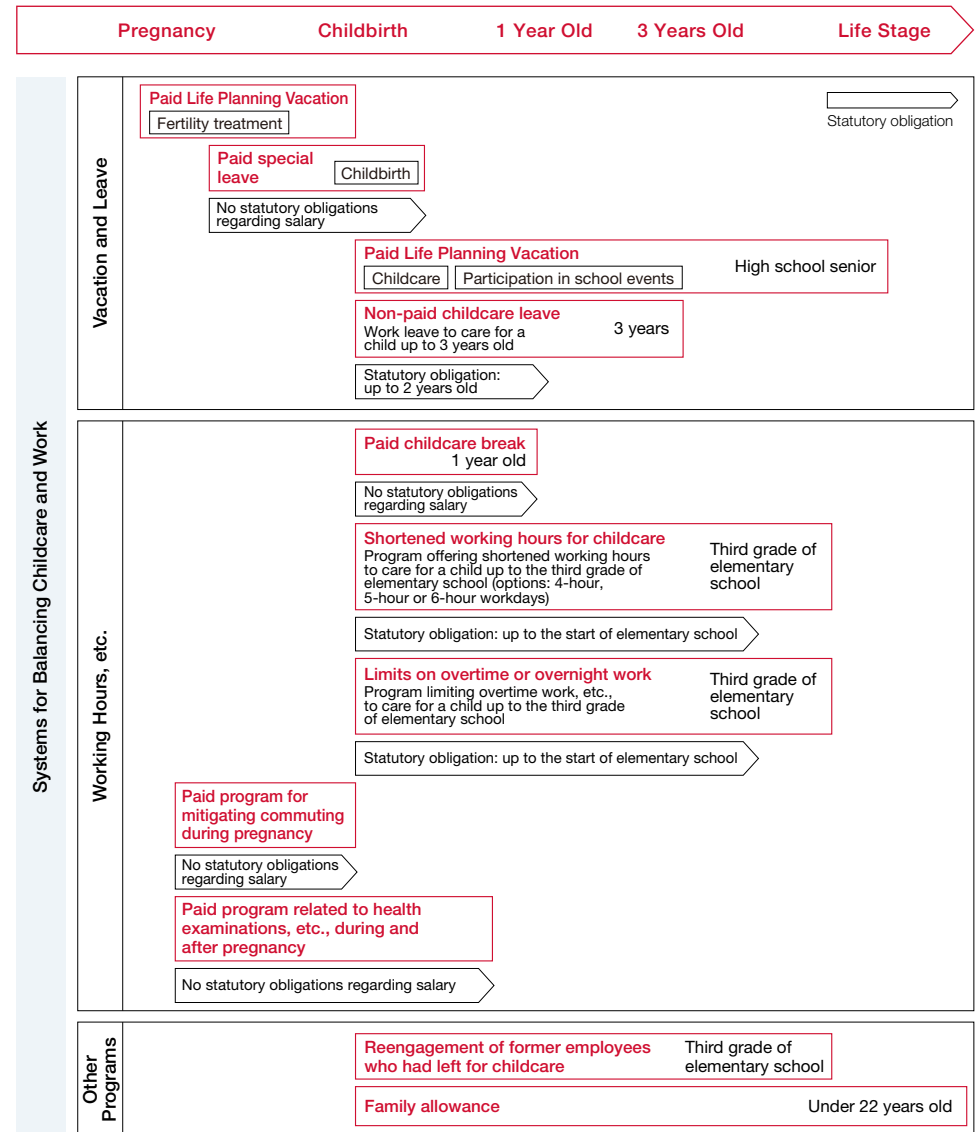
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► Representative Programs

Category	System	Description
Childbirth	Mitigation of commuting during pregnancy	Paid leave 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 leave program that exempts employees from working to attend health guidance or a health examination during pregnancy or within a year after pregnancy
	Special leave (maternity leave)	Six-week paid leave before childbirth (14 weeks for a multiple pregnancy) and eight-week paid leave after childbirth
Childcare	Childcare break	Paid leave program that allows a break of up to 45 minutes from work twice per day for female employees who need to care for a child under one year old
	Life planning vacation (for childcare)	Paid leave program that enables employees with children up to high school senior age to take leave for childcare
	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 with shortened working hours for employees with a child below the third grade of elementary school (options: four-hour, five-hour, or six-hour workdays)
	Sliding working hours for childcare	Program that allows individualized shifts (moving up or 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
	Rehiring 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 after leaving the Company
Nursing care (care for a family member)	Life planning vacation	Paid leave program that enables employees to take leave to care for a family member
	Nursing care vacation	Program that provides non-paid leave of up to five days per year to care for a family member (sick child, spouse giving birth, classroom closure due to infectious disease, etc.)
	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, or six-hour workdays)
	Sliding 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
Flexitime	System that allows individuals to set their own working hours to secure time for self-improvement and for various personal events	
Remote work	Program that allows an employee to work at a location other than their regular worksite as a means of supporting the work-life balance, encouraging independence and creativity, or increasing productivity	

Scope: DOCOMO and its 11 functional subsidiaries





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► Usage of Leaves and Programs

(Unit: persons)

	FY2024		
	Male Employees	Female Employees	Total
Maternity and childcare leave			
Maternity leave	—	280	280
Childcare leave	301	613	914
Shortened working hours for childcare	15	548	563
Sliding working hours for childcare	1	11	12
Nursing care			
Nursing care leave	8	6	14
Short-term leave for nursing care	5	7	12
Shortened working hours for nursing care	5	8	13
Sliding working hours for nursing care	0	0	0
Life planning vacation			
Childcare	647	440	1,087
Nursing care	313	122	435
Volunteering activities	69	28	97
Rehiring			
Rehired after childcare leave	0	1	1
Rehired after partner transfer	0	5	5
Rehired after nursing care leave	0	1	1

Scope: DOCOMO and its 11 functional subsidiaries

► Use of Flexible Systems

	FY2024
Flextime system	Approx. 15,000 employees
Shortened working hours for childcare	563 employees
Remote work	64

Scope: DOCOMO and its 11 functional subsidiaries

Transition from Fixed-Term to Permanent Employment

In April 2014, we introduced to our functional subsidiaries throughout Japan a system of promoting the status of their employees, from fixed-term to permanent employment.

In fiscal 2024, 173 employees became area-limited permanent employees.

Rehiring Program for Former Employees

Employees have left the Company as a result of a partner's transfer to another location or their own desire to focus on caring for children. Many of these former employees would like to return to NTT DOCOMO. A rehiring program* for former employees was created to accommodate them and effectively apply the skills and experience previously gained on the job.

We also have a comeback reemployment program for employees who had left the Company for reasons other than those that are unavoidable, such as a partner's transfer or childcare.

*Our rehiring program is for employees having at least three years of service and who left the Company after March 31, 2010 for reasons such as partner relocation or job change, relocation due to marriage, or to focus on nursing care or childcare.

Reemployment Program for Post-Retirement Age Workers

NTT DOCOMO's continued employment scheme rehires employees over 60 years old who have reached the mandatory retirement age until age 65 if they wish. The scheme enables these employees to continue applying their extensive

experience and polished skills for the benefit of the Company and society. In fiscal 2024, approximately 80% of retirees (about 1,300 individuals) were reemployed under this program.

Scope: DOCOMO Group

Pension Plan

NTT DOCOMO maintains two corporate pension plans: the NTT Employee Pension Fund and a defined contribution corporate pension plan. The NTT Employee Pension Fund is a defined benefit plan and a life annuity resourced by a premium contributed by labor and management. We adopted the defined contribution pension plan in April 2014 because it can flexibly correspond to the needs related to post-retirement income level as employee lifestyles become increasingly diverse. Following the introduction of the defined contribution pension plan, funds for April 2014 and after, under the former defined benefit-type, contract-based corporate pension plan, were transferred to the defined contribution plan.

Employee Stock Ownership Plan

The NTT DOCOMO Group has established an employee stock ownership plan that allows employees to accumulate and purchase company stock regularly through payroll deductions to help build their financial assets. One of the plan's benefits is that it allows employees to use cafeteria points to purchase shares with an additional 8% incentive on top of the amount contributed.



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Basic Philosophy

NTT DOCOMO promotes health and productivity management as the foundation of its human capital management and based on the belief that maintaining and improving the health of employees and their family members will motivate all employees, thereby maximizing productivity and enhancing corporate value.

In light of changes in the environment such as the extension of employment until age 65, NTT DOCOMO recognizes the necessity of improving the working environment to maintain a workplace in which employees can work in good health and demonstrate high productivity from the moment they join the Company until they retire. The scope of our health and productivity management—that is, management to maintain and promote health—includes disease prevention in addition to early detection and treatment. Our initiatives focus on nurturing health awareness and improving health literacy as well as preventative measures such as mental healthcare.

► Specific Initiatives for Health and Productivity Management (Priority Issues)

Theme	Keywords for Action	Description of Activities
Maintain and promote health	Raise awareness of health	<ul style="list-style-type: none"> Mental healthcare <ol style="list-style-type: none"> Implement self-care and communication seminars for transferred employees, Applying the results, conduct pulse surveys to continually answer simple questions and monitor changes in order to communicate with supervisors, Conduct stress checks for improvements in the workplace environment Physical healthcare <ol style="list-style-type: none"> In-app workout events using fitness apps, Specific health guidance using ICT, Expand participation by employees over age 60 by enhancing medical checkup items Women's health seminars

Mental Healthcare

NTT DOCOMO provides preventive care based on the “Four Cares” for Guidelines Promoting Mental Healthcare in Enterprises proposed by the Ministry of Health, Labour and Welfare. In fiscal 2024, a total of 383 employees took leaves due to mental health issues at NTT DOCOMO and its 11 functional subsidiaries.

► Four Cares provided by NTT DOCOMO

Details of Each Care	Main Measures
Self-care	Stress checks
Line care	Various training programs for managers
Care by in-house industrial healthcare staff and related staff	<ul style="list-style-type: none"> Workplace monitoring Follow-ups and interviews based on the results of physical exams Interviews and guidance sessions are conducted for those working long hours
Care by services from external Employee Assistance Programs	External counseling desk operations

Mental Healthcare

NTT DOCOMO conducts annual stress checks for all employees to help them understand their own stress level and care for themselves. The results of the analysis are used for self-care and to improve the workplace environment by providing feedback to each organization on the stress levels and causes. Furthermore, an action plan based on group analysis results is formulated after individual discussions between the head of each organization and industrial physicians. In fiscal 2024, we promoted Company-wide improvements by sharing examples of organizations that conduct onboarding procedures for mid-career hires as nationwide best practices. Stress check responses and analysis results are securely handled to protect privacy.

To allow for the early detection of mental health issues caused by long working hours, we share information on actual overtime with the organization and employees and also hold interviews with employees who work long hours where necessary. Other follow-up services include health counseling by industrial physicians and public health nurses and counseling services by EAPs. In addition, as part of our efforts to promote remote workstyles since fiscal 2020, we periodically conduct simple questionnaires intended to support employees in monitoring and managing their own efforts to change (self-care). We also conduct a pulse survey during the second week of every month as a mechanism for encouraging communication with supervisors (line care). In fiscal 2024, we set pulse survey intensive months (May and October) to promote and strengthen employee communication with supervisors. This resulted in a 125% increase in the response rate in November after the intensive months.

Mental Health Seminars

In fiscal 2024, we conducted self-care and communication seminars for 8,200 employees of the NTT DOCOMO Group who had experienced personnel transfers (major internal environmental changes) within the past year and were considered to be at higher risk of mental health issues. We provided seminars on physical and mental health for new employees to help them maintain good health and stay motivated at work.

Health Seminars

NTT DOCOMO provides seminars on women's health for female employees who are the targets of Win-d First (for young employees) and their supervisors. By supporting women's health, we are creating a workplace where women can thrive and work confidently.



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Physical Care

Improving Employee Health

In compliance with Japan's Industrial Safety and Health Act, NTT DOCOMO provides annual physical examinations for all employees. For those who have reached a certain age, the physical examinations cover additional checkpoints that exceed legal mandates commensurate with their respective stage in life. Employees who want a more detailed examination can undergo a complete medical examination partially subsidized by the Company. Depending on the examination results, industrial healthcare staff provide opportunities for healthcare guidance, and we also offer specific health guidance using ICT devices, such as smartphones and tablets, in collaboration with the health insurance association.

We have been conducting comprehensive medical checkups, including gastroscopy and pulmonary function tests, since fiscal 2024 for all employees aged 61 to 65 (excluding certain categories of workers) to support their active engagement at work. Since 2019, we have been using d-healthcare and AI to support healthy behavior tailored to employee health conditions, and we have also designated a No Smoking Day every month to reduce the smoking rate.

NTT DOCOMO Group's Health Promotion Measures

Under current circumstances, in which remote work has become well established, employees of the NTT DOCOMO Group are at risk of not getting enough exercise, losing opportunities for relaxation, and having daily rhythms disrupted. To address these issues, we have continuously encouraged employees to exercise, using an app that highlights both indoor and outdoor exercise opportunities. We have also held Group-wide online exercise events every year since before the COVID-19 pandemic to promote health and wellness among our employees.

We will continue to collaborate with in-house athletes and projects undertaken by the entire organization to improve personal health while also stimulating internal communication.



Group-wide exercise event

employees can safely engage in operations, and rigorously carry out inspections and maintenance. We are also raising employee safety awareness by disseminating manuals Group-wide, including non-regular workers, on how to ensure a safe and healthy working environment when working remotely. In addition, we pay due consideration to supporting employee health and established the Health Management Rules to effectively manage health concerns and thereby safeguard our business operations.

Health and Safety Management

NTT DOCOMO has established a health and safety management system at all worksites and appointed a general health and safety manager to oversee the safety supervisors and health supervisors (health and safety officers at small scale worksites). Health Committees are established at worksites with over 50 employees and Health and Safety Committees at those with more than 100, with industrial physicians assigned to each of these sites. In this way, we manage the health and safety of our employees in a comprehensive manner and according to the specific conditions of each workplace.

Under the Safety Management Rules, 15 Group companies are required to ensure full awareness by conducting semi-annual worksite safety inspections. With respect to individual operations, we ensure that all needs are properly met in accordance with the Ministry of Health, Labour and Welfare regulations, and we actively ensure the safety of all our employees. At the same time, we fulfill our obligation to provide physical examinations for all NTT DOCOMO Group employees while also taking steps to identify, manage, and reduce long working hours.

Health and Safety in the Workplace

Basic Philosophy

NTT DOCOMO seeks to ensure the safety of employees and others and to facilitate implementation of its operations in accordance with its Safety Management Rules. These rules stipulate that we establish a working environment where industrial accidents are prevented, provide instructions so that



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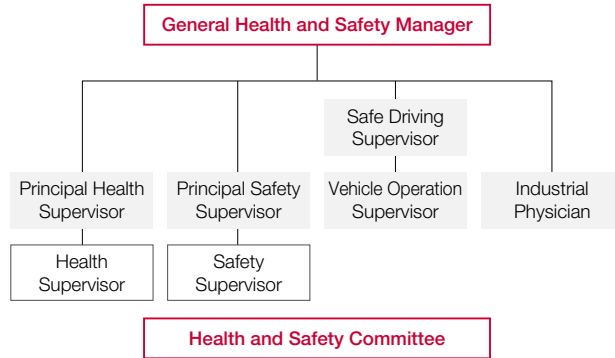
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► Health and Safety Management System (Head Office Example)



Creating a Safe and Healthy Workplace

Promoting Health and Safety in the Workplace

In order to provide an environment in which every individual employee can play an active role, the NTT DOCOMO Group is focusing on creating workplaces where employees can work safely and in good health. It also carries out activities toward its goal of achieving zero serious industrial accidents.

The NTT DOCOMO Group is involved in construction work related to network facility maintenance in high places. Consequently, we conduct operations in compliance with the prevailing laws and safety regulations, and we implement safety measures in accordance with the DOCOMO Safety Manual for Construction Work, which are also extended to our business partners.

We instruct workers to remain fully alert during assembly and disassembly of scaffolding and when working on steel pillars, steel towers, and rooftops. We also discuss Hiyari-Hatto (close call) incidents, consider countermeasures, and record data to alert employees of workplace hazards and dangerous actions.

The NTT DOCOMO Group's health and safety management system is led by the head of the organization that supervises matters related to safety and serves as the general manager of health and safety. Our centralized industrial accident control system enables us to manage and track labor accident data for the entire Group.

With safety as our top priority, NTT DOCOMO's system for preventing work-related accidents and injuries includes the Health and Safety Committees at each business office as well as the DOCOMO Safety Council and DOCOMO Safety Committee at the headquarters.

Overview of the Health and Safety Committees

- Consists of members from both management and labor and meets once a month
- Examine and deliberate on basic measures to prevent DOCOMO employees from being exposed to various dangers and health problems
- Analyze the results of health and safety management, consider measures, record data, and provide information to employees

Overview of the DOCOMO Safety Council and DOCOMO Safety Committee

- Include members from both management and labor, including telecom construction firms
- Share information to prevent work accidents

► Status of Occupational Accidents

	FY2022	FY2023	FY2024
Occupational accidents*1	3 cases	1 case	0 cases
Commuting accidents*1	26 cases	29 cases	38 cases
Lost workday ratio*2	0.03	0.00	0.00

*1 Scope: DOCOMO, DOCOMO BUSINESS, DOCOMO SOLUTIONS, and DOCOMO's 11 functional subsidiaries

*2 Scope: DOCOMO and its 11 functional subsidiaries

Normalizing Working Hours

NTT DOCOMO has set a labor-management goal of reducing total annual working hours to 1,800 and is striving to achieve this objective through efforts such as improving work efficiency through DX, visualizing the total working hours for each organization and excessive working hours of managers through the Workplace Health Chart, and conducting individual interviews at workplaces where excessive working hours occur, in order to promote the creation of a safe and secure workplace. We also provide opportunities for periodic labor management discussions. In addition, the labor management dashboard enables employees to visualize their working hours and paid leave status in both numerical and graphical formats, and general managers of each organization can access and review this data. Through these efforts, we are continuously striving to raise awareness toward achieving the goal of reducing total annual working hours to 1,800.

Average Annual Working Hours in FY2024:

1,816.7

Scope: DOCOMO and its 11 functional subsidiaries



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Consideration for Employee Health Risk upon Starting New Businesses

Whenever a new business is launched, NTT DOCOMO's labor and management determine staffing such as the appropriate number of personnel to be assigned based on job details so as to avoid any health risk to employees. Furthermore, overworked employees must meet with industrial physicians for counseling to determine their physical and mental condition. Feedback on the results of the counseling is provided to the employee's workplace.

Safety Management in Maintenance Work for Base Stations

For particularly hazardous work such as in high places or when using electric power in constructing and maintaining base stations, NTT DOCOMO has adopted the practice of defining work procedures, examining their content, and reviewing points for checks, and we ensure the safety of the entire worksite by taking action in advance to reduce hazards and risks. We also identify risks and act according to the working environment through pre-work meetings and hazard prediction at the site. Furthermore, we implement safety measures to eliminate the possibility of dangerous conduct by having the worksite and office both review related details.

In fiscal 2024, there were six serious industrial accidents. When analyzing these and other accidents, we found they were caused by false assumptions and the overconfidence of on-site workers regarding safety. We are therefore taking action to raise safety awareness among workers, such as through training and education and by improving the safety of our operations by reviewing our safety measures and working on additional safety measures that do not rely on the mindsets of the workers, including double-checks.

Main Structure of the Program

- Conducting simulated work using VR and training to replicate the experience of past accidents virtually in order to improve safety awareness and safety management skills for operations in which employees have limited experience
 - Build knowledge base of hazard prediction exercises, relevant laws and regulations, aerial work exercises, and vehicle features
 - Simulated experience of past accidents (e.g., falling from heights, accidents involving vehicles)
- Conduct skill development training with telecom construction firms
 - Strive to raise the level of response at the worksite in view of past accidents involving special vehicles and aerial work

Safety Management of External Telecom Construction Firms

- Safety patrols by DOCOMO Group companies are carried out for dangerous processes such as aerial work
- Ensure the thorough implementation of on-site hazard prediction, full safety checkups, and other safety measures
- Establish standard applications and rules for safety equipment
- Conduct safety awareness surveys for frontline workers at each site on topics such as recognition of past accidents

► Number of Serious Accidents during Construction Work

	FY2021	FY2022	FY2023	FY2024
Serious industrial accidents	(7)8	(3)6	(1)2	(3)6

Scope: DOCOMO, DOCOMO BUSINESS, DOCOMO SOLUTIONS, DOCOMO's 11 functional subsidiaries, and subcontractors
Figures in parenthesis are for DOCOMO, its 11 functional subsidiaries, and subcontractors.

Labor Relations

Labor Relations in NTT DOCOMO

The NTT Group Human Rights Policy clearly states support for the International Labour Organization (ILO)'s Declaration on Fundamental Principles and Rights at Work and respects freedom of association and the right to organize. NTT DOCOMO ensures workers' freedom of association and the right to collective bargaining. Labor and management cooperate to continually improve the workplace and have established different committees that meet several times a year to discuss issues raised by labor and management. In terms of the labor-management relationship, we believe that (1) labor and management should have equal footing, in principle, and their relationship should be based on the principle of self-governance to maintain independence and responsibility, and be founded upon trust, and (2) we should focus on discussion and strive to resolve matters by gaining mutual understanding and consent. Any conclusion achieved by labor and management on a particular matter should be respected by both groups. Union membership of NTT DOCOMO is roughly 100% in fiscal 2024.

Management and Labor Union Dialogue (FY2024)

- Negotiation Committee (working conditions, etc.)
- Management Council (management policies, etc.)
- Work-Life Balance Committee (normalizing overtime, promotion of diversity, etc.)
- Health and Safety Committees (promoting the creation of a safe and healthy workplace)



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Support for Career Development

Received the Highest Award for Career Ownership Management in the HR Transformation Division

We developed Job-Voyage, our proprietary AI-based talent recommendation platform, to analyze employee preferences, skills, and work history and provide career and placement recommendations. This initiative was recognized as an advanced approach that leverages AI to optimize the deployment of human resources and support independent growth.



Received the Innovation Award at the HR Technology Awards

The aforementioned Job-Voyage was recognized for its groundbreaking approach, which significantly shortens individual career exploration while optimizing the use of human resources across the organization. Employees gain a deeper understanding of themselves and their work, and the program promotes independent career development by encouraging challenges such as open internal recruitment.



Diversity

Main Review of Programs in Support of the Development of Various Abilities: DOCOMO Receives Gold Rating in the PRIDE Index

The PRIDE Index is a framework for evaluating corporate initiatives related to LGBTQ and sexual minorities. NTT DOCOMO received Gold, the highest rating, in November 2024, for the ninth consecutive year.



Workstyle Reform

Obtained Platinum Kurumin Certification

In 2008, NTT DOCOMO received the Kurumin certification mark from the Minister of Health, Labour and Welfare as an enterprise that implements measures in accordance with Japan's Act on Advancement of Measures to Support Raising Next-Generation Children. In May 2018, we received Platinum Kurumin certification, which recognizes enterprises making exemplary efforts in their work-life balance support systems and whose employees are actively using them.



Rated 4.5 Stars (Higher-Rated Group) in the Nikkei Smart Work Survey

NTT DOCOMO's initiatives for promoting diverse workstyles and systems as part of workstyle reforms have been well received by external parties. In 2024, we received 4.5 stars in the Nikkei Smart Work Survey, placing us in the higher-rated group.



Health and Productivity Management

2024 Health and Productivity Management Outstanding Organization

In recognition of its efforts to improve employee health, NTT DOCOMO was certified in the large enterprise category of the 2024 Health and Productivity Management Outstanding Organization program.





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► Employee Data (DOCOMO)

	Unit	FY2022			FY2023			FY2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees (excluding loaned employees)*1	Persons	5,740	2,163	7,903	6,367	2,552	8,919	6,690	2,743	9,433
Of the above, number of foreign nationals*1	Persons	37	40	77	38	43	81	40	41	81
Employees										
Average age*1	Years old	40.2	37.6	39.5	40.4	37.5	39.6	40.3	37.6	39.5
Average years of continued service (excluding persons seconded to DOCOMO)*1	Years	15.1	13.3	14.6	15.2	12.8	14.5	14.9	12.8	14.3
Average salary*2	Thousand yen	9,295	7,208	8,828	9,470	7,477	9,042	9,782	7,857	9,345
Wage difference between men and women*3	%	—	—	77.5	—	—	79.0	—	—	80.3
Average total annual hours worked	Hours	1,982.8	1,916.8	1,967.3	1,981.5	1,923.8	1,967.1	1,975.9	1,884.5	1,950.6
Average overtime hours worked	Hours	330.4	271.0	316.5	330.4	279.4	317.7	324.1	266.8	308.2
Percentage of paid leave taken*4	%	80.5	83.7	81.3	81.1	84.0	81.8	78.2	83.7	79.7
Employment										
Number of people hired	Persons	583	254	837	581	306	887	774	269	1,043
Recent college graduates*5	Persons	310	168	478	395	212	607	467	175	642
Of the above, number of foreign nationals	Persons	5	3	8	5	4	9	11	5	16
Number of mid-career hires*1	Persons	273	86	359	186	94	280	307	94	401
Of the above, number of people reengaged	Persons	1	0	1	2	3	5	0	3	3
Turnover										
Number of job leavers (only for voluntary termination)	Persons	229	57	286	341	100	441	323	80	403
Turnover rate (only for voluntary termination)	%	—	—	2.14	—	—	1.99	—	—	1.84

*1 As of the end of each fiscal year

*2 Ratio of average salary to regional minimum wage (October 2024) is 4.25:1. The regional minimum wage (October 2024) is calculated as follows: 1,163 yen/hour (minimum wage for Tokyo) × 7.5 hours × 21 days × 12 months = 2,198,070 yen. DOCOMO applies the same salary structure to both men and women.

*3 The ratio of female wages to male wages. The target is regular (including permanent) employees. DOCOMO applies the same salary structure to both men and women. The difference is due to age composition, grade composition, and other factors.

*4 Twenty days are granted annually and expire after two years. The Life Plan Leave system allows employees to accumulate up to three days of paid leave per year, and if those who use the system are included, the acquisition rate is almost 100%.

*5 As of April 1 of each fiscal year. FY2024 figures indicate the numbers of employees jointly hired by DOCOMO and DOCOMO BUSINESS.

► Starting Salaries (DOCOMO)

	Monthly Salary (Yen)*1	Comparison with Minimum Wage*2 (%)
Junior university graduate	298,040	162.7
Technical college graduate	298,040	162.7
University graduate	316,040	172.5
Graduate with an M.A.	328,040	179.1
Graduate with a Ph.D.	403,430	220.2

(As of April 1, 2025)

*1 Includes a housing subsidy of 41,500 yen for singles in the Tokyo metropolitan area (for employees renting an apartment or house)

*2 Ratio of average salary to regional minimum wage (October 2024) is 4.25:1. The regional minimum wage (October 2024) is calculated as follows: 1,163 yen/hour (minimum wage for Tokyo) × 7.5 hours × 21 days × 12 months = 2,198,070 yen. DOCOMO applies the same salary structure to both men and women.



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► Employee Data (DOCOMO Group)

	Unit	FY2022			FY2023			FY2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees (excluding loaned employees)*1,2	Persons	33,530	13,036	47,151	35,886	14,651	51,061	35,793	15,367	51,698
Of the above, number of foreign nationals*2	Persons	533	325	858	544	340	884	593	386	979
Employees										
Average age*2	Years old	43.7	39.5	42.5	43.5	39.9	42.4	43.1	39.8	42.1
Average years of continued service (excluding persons seconded to DOCOMO)*2	Years	16.1	10.9	14.6	16.1	11.1	14.7	15.8	11.3	14.4
Average salary*3	Thousand yen	—	—	—	9,084	7,254	8,711	9,588	7,687	9,177
Average total annual hours worked	Hours	1,956.7	1,986.4	1,958.4	1,915.4	1,847.4	1,898.2	1,931.7	1,814.3	1,888.4
Average overtime hours worked	Hours	289.2	319.0	290.9	260.3	206.4	246.7	265.5	184.2	235.6
Employment										
Number of people hired	Persons	1,260	544	1,804	1,664	881	2,545	1,974	897	2,871
Recent college graduates	Persons	789	419	1,208	842	496	1,338	939	528	1,467
Of the above, number of foreign nationals	Persons	10	8	18	14	11	25	12	16	28
Number of mid-career hires	Persons	471	125	596	822	385	1,207	1,035	369	1,404
Of the above, number of people reengaged	Persons	4	1	5	2	3	5	0	8	8
Turnover										
Number of job leavers (only for voluntary termination)	Persons	1,075	401	1,476	905	409	1,314	813	327	1,140
Turnover rate (only for voluntary termination)	%	—	—	3.17	—	—	2.89	—	—	2.20

*1 Because overseas companies do not count male and female employees separately, their total number of employees was added to the total number. The figure therefore does not match the combined total of male and female employees.

*2 As of the end of each fiscal year

*3 DOCOMO applies the same salary structure to both men and women.

Scope: DOCOMO, DOCOMO BUSINESS, and DOCOMO SOLUTIONS

► Age Composition of Employees (DOCOMO Group)*1,2

	FY2024		
	Male	Female	Total
20s	5,482	3,228	8,710
30s	7,707	4,051	11,758
40s	10,502	4,991	15,493
50s	11,922	3,073	14,995
60s	180	24	204
Total			51,698

*1 Because overseas companies do not count male and female employees separately, their total number of employees was added to the total number. The figure therefore does not match the combined total of male and female employees.

*2 As of the end of each fiscal year