

# **NTT DATA Services: Diversity, Equity and Inclusion Annual Update 2023**

EMBRACING INCLUSION





## Where We Stand

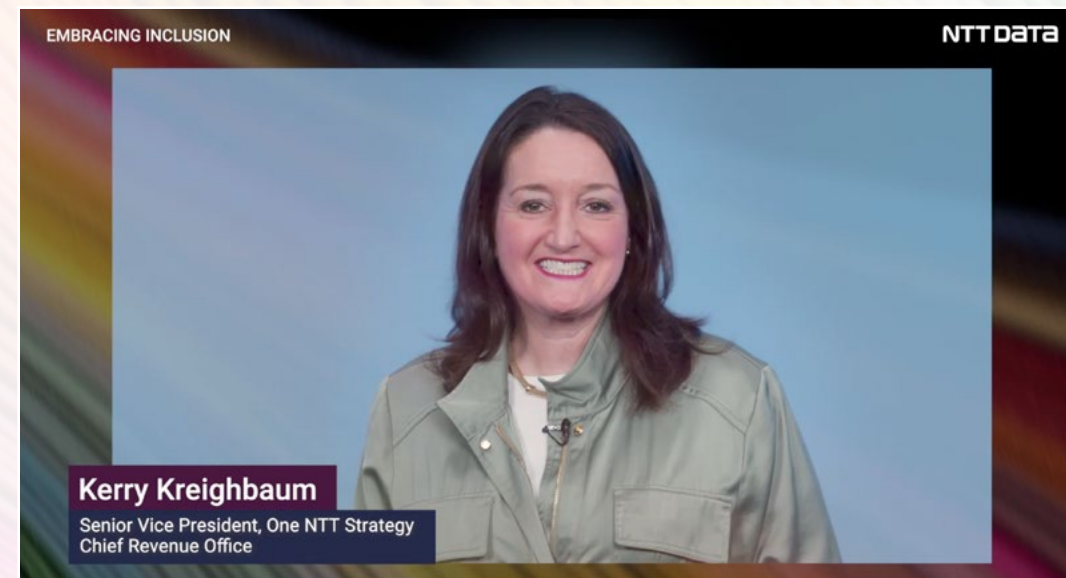
NTT DATA Services is a global leader in IT and business services, and innovation is at the heart of our business. We believe that innovation is fueled by a high-powered, diverse workforce. We place great importance on creating a work environment **where all team members feel empowered to be their authentic selves** and achieve their best through working with each other.

**We pursue diversity, equity and inclusion as a business imperative** that increases employee and client satisfaction, improves financial performance and creates socially responsible outcomes.

As a responsible industry leader, we unequivocally reject racism or discrimination in any form and are committed to sustaining an equitable environment for our **employees, their families and society as a whole.**



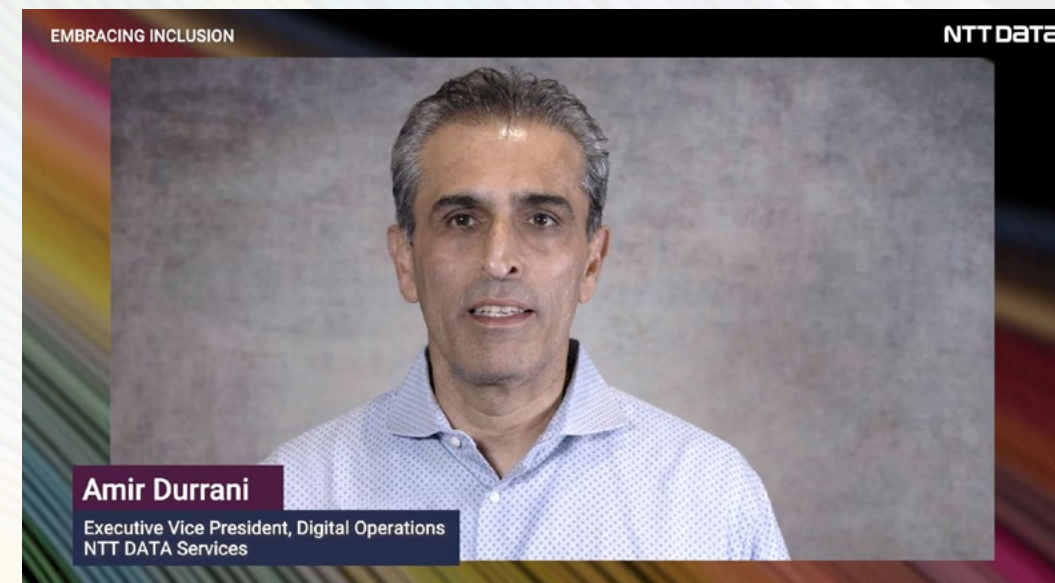
# Leading Inclusion



“There are so many ways to think about diversity, but for me personally, it’s more about diverse working styles and appreciating how one’s background impacts how they show up at work on a daily basis.”

– **Kerry Kreighbaum**  
Senior Vice President  
Strategic Alliances and One NTT  
DEI Champion

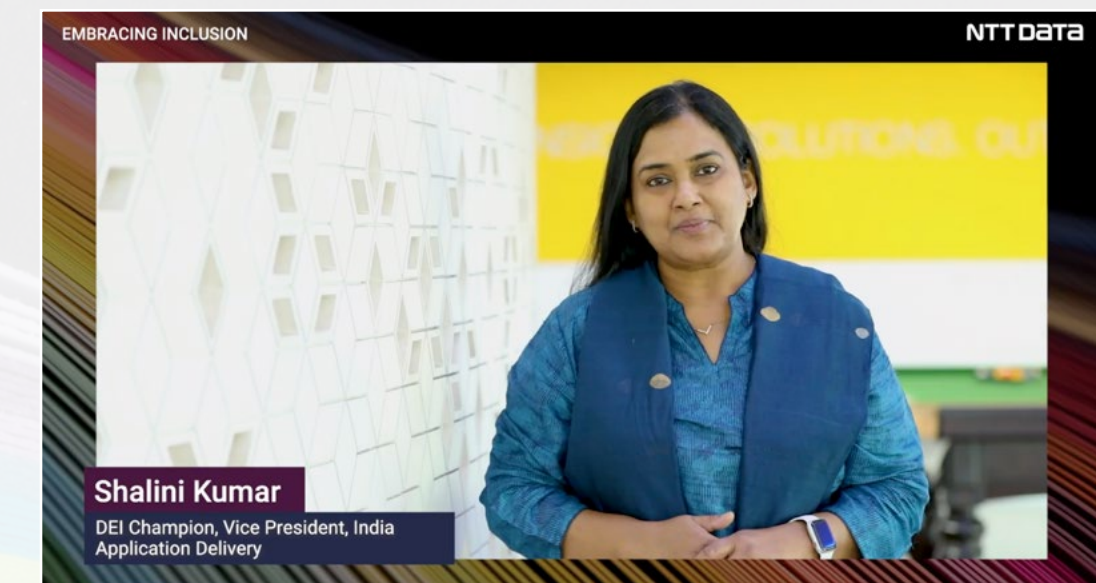
[Watch the Video →](#)



“As a global company we are embracing inclusion and continue to be committed to building a corporate way of life that supports and strives for inclusion not only because it’s the right thing to do but because it supports the success of our global business.”

– **Amir Durrani**  
Executive Vice President  
Digital Operations  
DEI Council Executive Advisor

[Watch the Video →](#)



“It’s an honor to be a part of the DEI Council and contribute towards the growth and sustainment of inclusive culture within NTT DATA.”

– **Shalini Kumar**  
Vice President  
India Application Delivery  
DEI Council Member

[Watch the Video →](#)





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# EXECUTIVE SUMMARY

Introduction From Our Chief Diversity and Inclusion Officer

Message From Our Chief People Officer

Mission and Strategy







**Terri Hatcher**  
(she/her)  
Chief Diversity and  
Inclusion Officer

“Our aim is to fully embrace inclusion in every major component of our organization, holding ourselves accountable and transforming our culture.”



## Introduction

In 2022, we vigorously pursued equity, making strides in key areas while also recognizing where we have more work to do. Globally, **we increased gender balance** and purposefully began to focus on middle management in preparation for increasing gender balance at more senior levels. Employee-led efforts **introduced programs for women** returning to work after a significant break and for more flexible work schedules for all employees needing **work-life balance** in response to the new environment brought on by the pandemic. I am excited about the continued engagement we’ve seen in our proprietary Inclusion Intelligence Certification Program. Our Gold-level certification has resulted in efforts that have had a global organizational impact.

We **continue to stay engaged** in our collective efforts through the Alliance for Global Inclusion, the Tech Accountability Coalition, as a signatory for the CEO Action for Diversity & Inclusion and through our partnership with Project Unity. Through these collective efforts,

we’re able to have a larger impact on creating a more inclusive industry, in creating **more opportunities for STEM careers through non-traditional pathways**, in the ways that we hold ourselves accountable in technology through transparency and shared commitments, and in how we look at the future of technology for everyone. We work with these organizations to:

- Set collective goals
- Create and support inclusive programming
- Help standardize our approach in the industry (like demographic data collection)
- Be a more inclusive example for other industries

Probably one of the most exciting things about working in this space is that **things are always changing**. We are constantly adapting to changes in our global economic climate and to the needs of our employees in different regions of the world. It also means that **we are constantly learning – from each other, our peers, clients and partners**. We have ramped

up our efforts in building relationships with organizations that support the career readiness of persons with disabilities and building more internal and external partnerships to support women in middle management and at the senior levels.

But one of our biggest tasks is moving our entire organization along our maturity model in the space. Like many organizations, we have started down this road and have made significant progress in areas of our organization. Our efforts over the next few years will be to embed inclusion throughout the entire organization.

These will continue to be exciting and challenging times, and we’re committed not only to our success as a global IT innovator but to doing our part in building an inclusive industry and society.





## Message From Our Chief People Officer

As a global company operating on six continents, NTT DATA Services recognizes the importance of embracing initiatives to build a more inclusive and representative workplace. In an increasingly interconnected world, we understand that diversity of thought and experience is a key driver of innovation, creativity and success. With this in mind, we are committed to creating a work environment that values, respects and leverages the strengths of all our employees, regardless of their background or identity.

Our theme for this update is **“Embracing Inclusion,”** and I am incredibly proud of the progress we have made so far. We have established several initiatives to drive greater diversity, equity and inclusion (DEI), including improved tools for tracking and viewing metrics, increased engagement through the launch of our Gold Inclusion Intelligence certification program and increased accountability measures at the executive level. **These initiatives are all a testament to our commitment to creating a more diverse, equitable and inclusive work environment.**

As a leader within this organization, I recognize that an inclusive workplace not only benefits our people but it is also good for business. In a competitive talent market, we know that embracing people from diverse backgrounds helps us build the best team. This requires a commitment to continuous learning, active listening and a willingness to make change. Our future success will be shaped by our ability to leverage the full potential of our employees and to truly reflect the diversity of our communities. I am confident that, together, we can achieve these goals and **create a workplace where all employees feel valued, respected and included.** And beyond our corporate boundaries, we’ll continue to partner with organizations and take actions that align with our values and support a more just and equitable society.

We are not driving toward a finish line, but rather continuing down a path that supports and drives diversity, equity, inclusion, innovation and success — so we are committed, and we will keep pushing!



**Dean Williams**  
(he/him)  
Chief People Officer



An inclusive workplace ... requires a commitment to continuous learning, active listening and a willingness to make change.”





# Mission and Strategy

## MISSION

To strengthen our innovative, diverse and inclusive culture through a sustainable diversity, equity and inclusion (DEI) strategy focused on education, awareness, processes and policies that create accountability and transparency through goals and communication.

Our strategy for 2022 focused on **“Equity for Everyone,”** supporting development, visibility and opportunities, particularly for women and employees in other underrepresented groups. Our approach varied slightly in different regions of the world and in some business areas, as we remain sensitive to cultures, regional differences and the pace of change, and we’re pleased to say that **we made progress in all strategic areas.**

We set inclusive goals for filling open positions internally for women and people of color (POC); and though we fell slightly short for women, we **exceeded our goal for placing POC employees in open positions** rather than hiring externally. We want to support the

diversity of our current employee population so that they can sustain and grow their careers at NTT DATA Services.

We also exceeded our goal to **double the number of Black and African American employees at the senior leadership level.** We know that we still have work to do in this area to ensure that Black and African American employees, who make up 15% of our U.S. workforce, are better reflected at the leadership levels, and we will continue to pursue growth in this area.

We saw our number of **Hispanic and Latin American senior leaders in the U.S. increase in 2021 by 30%,** and we have retained that growth. Our focus

## STRATEGIC PILLARS



### Development

- Growth
- Promotion readiness



### Visibility

- Updated profile
- Continuous performance tool
- Sponsorship



### Opportunities

- Hiring
- Internal promotion
- Networking





moving forward will be to increase our population of women overall and at the middle management and senior leadership levels in our Latin American region especially, where we saw numbers in these areas remain steady or slightly decrease.

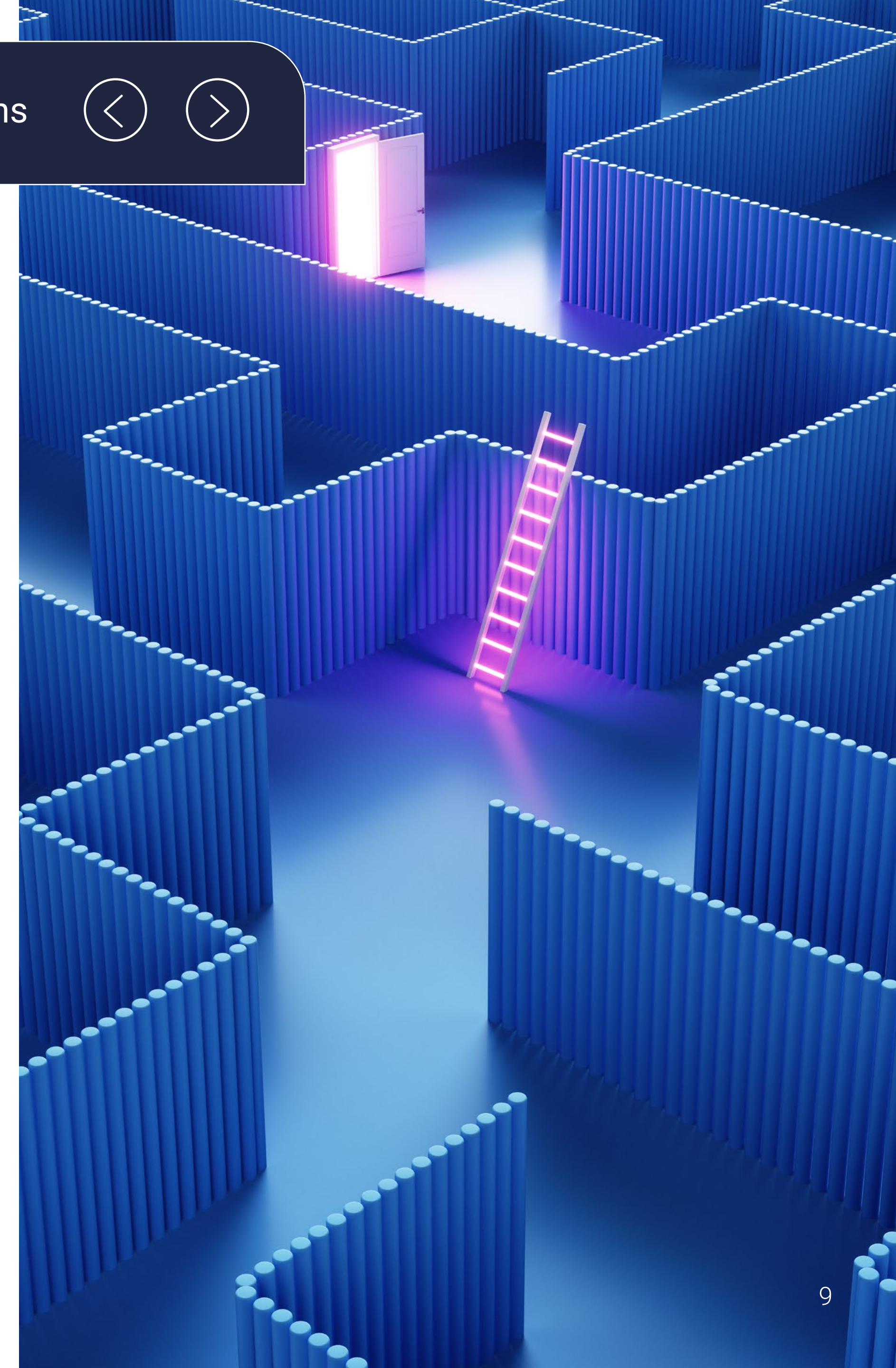
In the **development area**, we launched new programs and improved existing ones to more effectively serve not only our own employees but also applicants from non-traditional pathways. We **revamped our internship program** to include an apprenticeship component, piloting a program with a small HBCU we have been partnering with for several years. We also **created a premier leadership development program**, making it easier for employees to learn key leadership skills and track their growth paths.

We launched our “Be an Ally” workshop for managers **to promote hiring techniques that provide a welcoming space for current and prospective employees**. We also created a mentoring program specifically for women in middle management to

equip future senior leaders. At the same time, we worked to implement tools and practices to better identify those employees who are ready to expand their skills and/or responsibilities.

Our Workforce Planning team **implemented a new talent management system with bias-mitigating candidate selection** capabilities, a DEI dashboard, and simple access for all employees to showcase new skills and pursue new opportunities. We continued to use our Continuous Performance tool, which allows all employees to update activities, achievements and completion of objectives in real time. Managers can track employee development and achievements, and employees can match their skills development and achievements to growth opportunities.

We are excited about our new tools, processes and programs, and how they **support equity through documented development and progress for all employees**.





# BY THE NUMBERS

What We've Learned

We're Always Evolving



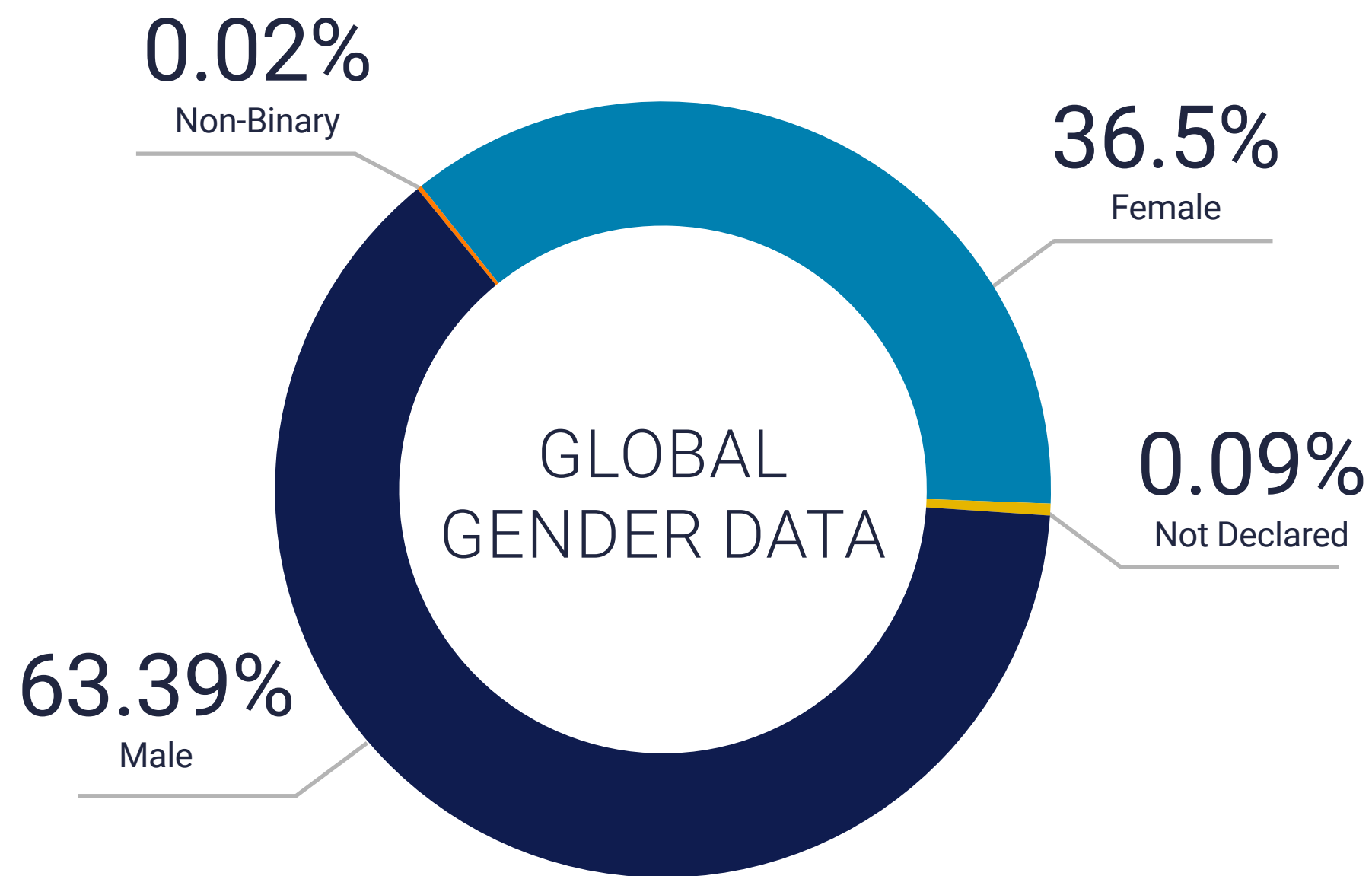




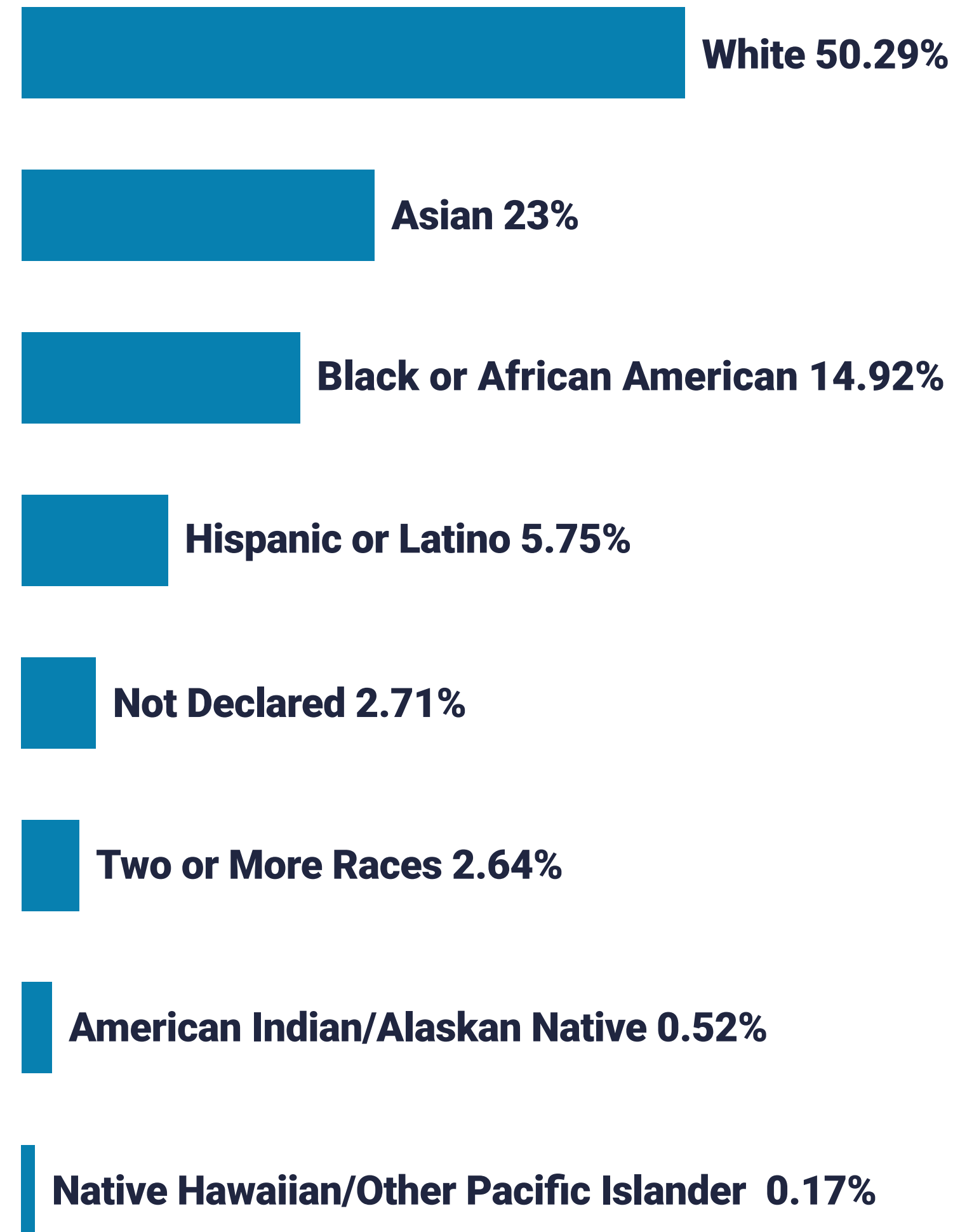
## What We've Learned

We continue to collect voluntary self-identified demographic data from our employees. This serves the dual purpose of providing us with knowledge to implement inclusive benefits and programming as well as to help us measure the impact of programs and systems we have put in place.

Though new demographic options have been available for some time, we continue to run self-identification campaigns to encourage employees to review any new self-reporting options and use those options when applicable.



## U.S. RACE/ETHNICITY\*



\*As of March 31, 2023





## What We've Learned

Last year in our inaugural [Diversity, Equity and Inclusion Annual Update 2022](#), we set goals to advance DEI in our organization:

- Increase women in our global population
- Increase women in global senior leadership roles
- Increase representation of people of color (POC) in senior leadership roles
- Increase the number of Black employees in senior leadership roles
- Increase representation of women in India in middle management

We've learned to be thoughtful and flexible in our approach, and we have made improvements throughout the year to help us reach our goals.

**In India, we piloted several programs aimed at creating more equitable opportunities for women.** NTT DATA Career 2.0 helps professionals restart their careers after a break of two or more years – traditionally, but not necessarily, aimed at women. We have also launched Elevate 2.0, a mentoring program that seeks to cultivate leadership and empower women to advance to senior levels. Coupling these programs with the establishment of flexible and part-time work schedules creates opportunities for those that may otherwise find reentry into the workforce and traditional work schedules

challenging. The leadership support and flexibility provided through this program can contribute to job satisfaction and improved retention, which correlates to greater professional development and increased opportunities for advancement for women.

In 2022, we launched a new internal DEI dashboard globally within our People Analytics platform. This gives leaders a way to track progress for their specific organizations, including data such as hiring and attrition. A more real-time view of what is happening in the organization allows leaders to make more informed and impactful decisions. We've also placed a continued focus on ensuring diverse participation in our leadership development program offerings, with 41% of our participants identifying as women and 48% of U.S. participants identifying as POC. **Using these tools and programs has allowed us to successfully increase the number of Black employees in senior leadership.** We will have a continued focus on increasing the number of underrepresented employees in senior leadership in 2023 to better reflect our employee population.

Additionally, in the United States, 3.4% of our employees self-identified as a Protected U.S. Veteran and 4.4% of our employees self-identified as a person with a disability (PWD). We are undergoing system enhancements to allow other global regions to have access to additional demographic options beyond gender in accordance with local law.







# We're Always Evolving

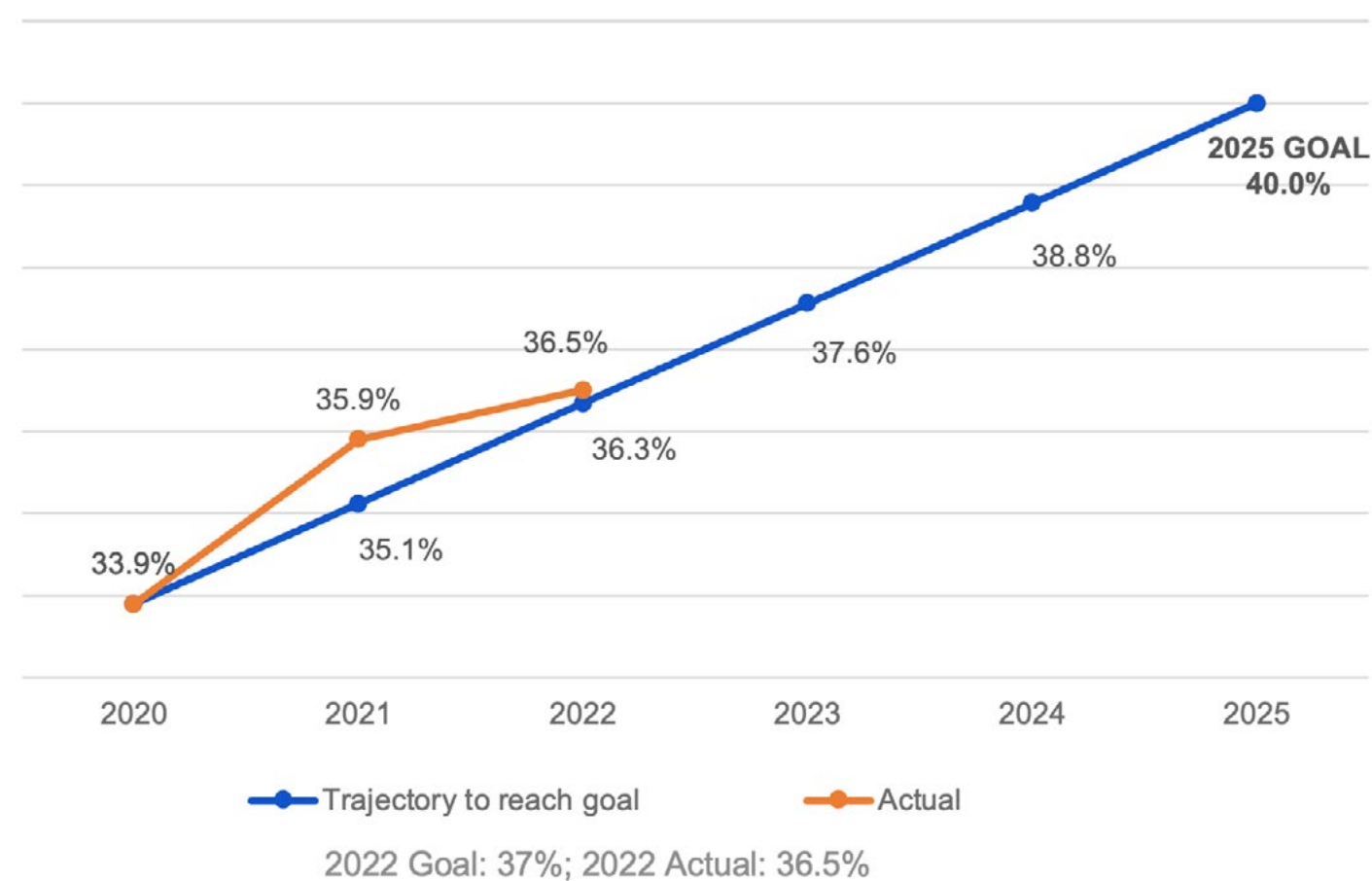
We remain fully committed to making long-term equitable changes within NTT DATA Services, but we know that progress isn't always linear. This means that we will use what we've learned and continue to evolve and enhance our efforts.

Ours is a dynamic business in a rapidly changing industry, but one thing will stay consistent: We will set ambitious goals and ensure that we build and sustain the infrastructure to attain our goals while remaining flexible.

## GOAL PROGRESSION

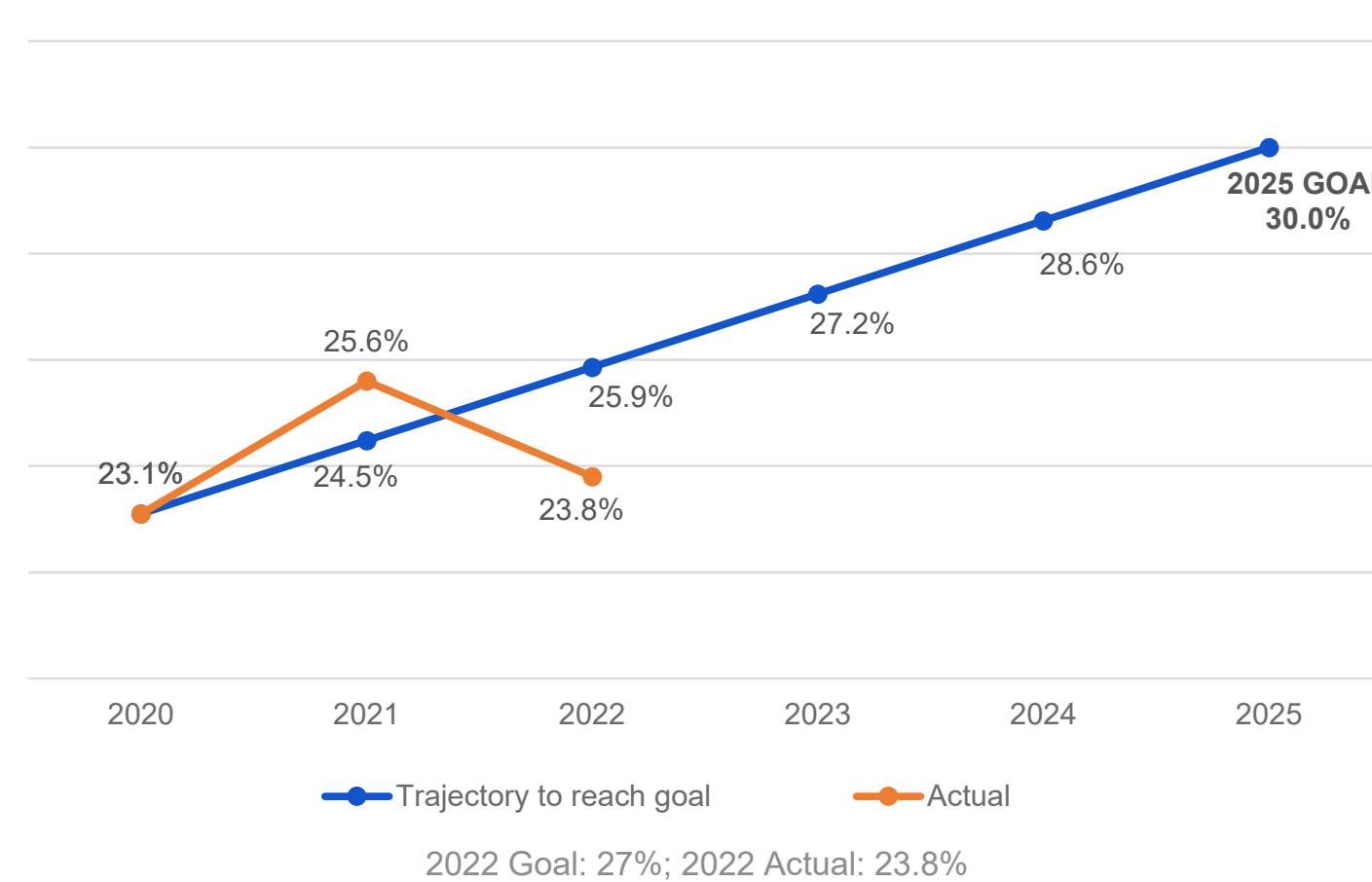
### Increase of Women Globally

In 2022, we attained **36.5%** of our **37%** goal. Committed to reaching **40%** by **2025**.



### Increase of Women Globally in Senior Leadership

In 2022, we attained **23.8%** of our **27%** goal. Committed to reaching **30%** by **2025**.





# EVOLVING GROWING BECOMING

Education and Awareness

DEI Council

DEI Champions

Employee Resource Groups

Awards

Our Commitments







## Education and Awareness

This fiscal year has been monumental for the Office of Diversity, Equity and Inclusion as we continue to spread awareness. We leverage **the tremendous strength of our DEI Council, DEI Champions and Employee Resource Groups (ERGs) to collaborate and work together toward achieving our common objectives.**

Our ERGs give team members a chance to connect, network and discuss ideas with others who share common interests across geographies. We have seen a slow but steady increase in our ERG membership numbers. Today, roughly **8% of our global workforce is in at least one ERG.** We'd like to see that number grow to 10% by 2025.

Our Champions harness the power of our corporate programs and initiatives while driving new ideas and activities locally across the globe. The Champion role complements global ERG leaders while focusing on the diversity and inclusion initiatives in their represented locales or business areas.

Training has also been an important area of focus for our DEI initiatives for quite some time now. Through our robust Percipio platform, **employees can access thousands of DEI-related content**, including videos, books and courses.

**68%** of employees engaged in DEI learning  
.....  
**155,000+** DEI courses completed in 2022

Our ERGs continuously provide great content aligned with their missions through webinars that include internal and external speakers, along with opportunities to network on common issues with ERG teams from other companies through the Alliance for Global Inclusion and conferences, and from ERG leaders at client partners.

Our new hires learn about our commitment to DEI through our onboarding program. **Unconscious Bias and Microaggressions in the Workplace training are embedded in new hire orientation.** All people managers are required to take these courses as well, to give them a better understanding of DEI and how to implement inclusive behaviors in their everyday work lives.





## Education and Awareness

Our Inclusion Intelligence Certification Program assists employees in expanding their overall knowledge of DEI. Utilizing our partnership with Skillport, the Inclusion Intelligence Program consists of three tiers (Bronze, Silver and Gold), and engagement in the program has been growing rapidly since its launch in June of 2021.

**More than 63% of our employees achieved Inclusion Aware (Bronze) certification and more than 25% of employees are Inclusion Advocate (Silver) certified.**

Lastly, since its release last summer, we have 54 employees who have become Inclusion Ambassadors (Gold). Inclusion Ambassador is the highest level in the Inclusion Intelligence Certification Program.

**Out of the 54 certifications for Inclusion Ambassador (Gold), more than half are from our Business Process Outsourcing (BPO) organization.** Receiving this certification demonstrates that an employee actively participates in identifying and developing ideas and strategies that move the organization toward our goals. Given that this is our first year with a Gold Program, we are blazing our way toward DEI excellence.



**INCLUSION  
AWARE  
63%**



**INCLUSION  
ADVOCATE  
25%**



**INCLUSION  
AMBASSADOR  
54**



This program has helped sharpen my awareness of how important it is to have diversity of thought and perspective on every project. Valuing each other's differences and truly empathizing with one another is foundational to our company's culture."

— Janet Heaton (she/her), Strategic Advisor, Chief Risk, Audit and Compliance Office, Inclusion Ambassador



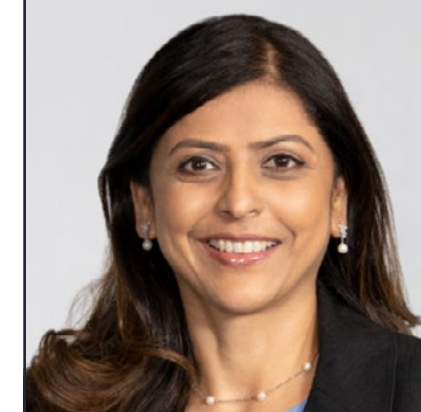


## DEI Council

A key part of our company’s vision is that we enhance our creativity by respecting diversity. Our council drives the strategic direction of the Diversity, Equity and Inclusion Office. It is a diverse group of employees in gender, ethnicity, professional level, tenure and background from across the globe. The council brings together different perspectives to develop and drive near- and long-term goals that support our culture and company success.

### Council Members:

- **Amir Durrani (he/him)**  
Executive Vice President  
Digital Operations  
DEI Council Executive Advisor
- **Sweta Mepani (she/her)**  
Senior Vice President  
Strategic Initiatives,  
Digital Operations
- **Scott Bishop (he/him)**  
Business Consulting Director
- **Annette Ryan (she/her)**  
Senior Counsel Vice President
- **Shalini Kumar (she/her)**  
Vice President, India  
Application Delivery
- **Spyros Stamoulis (he/him)**  
U.K. Country Leader







Sandra Smith (she/her)  
Business Development  
Strategic Advisor

## Business Process Outsourcing DEI Champion

I am proud to be a part of the **BPO team that's leading the company in DEI initiatives** by promoting positive cultural behavior to improve employee engagement and retention.

The 10,000+ BPO team has strong representation of DEI leaders across the globe, each of whom is committed to advancing DEI in the workplace. The BPO leaders have embraced the Inclusion Intelligence Certification Program, with **more than 99% of the BPO leadership team completing both the bronze and silver certifications.**

The Gold Inclusion certification is a rare and prestigious accomplishment, and I am extremely proud that members of the BPO team represent more than half of the company's Gold certifications. These ambassadors publicly advocate for inclusion and seek to promote actions that create and sustain an inclusive work environment.

BPO leads the company with more than **98% of our entire team trained in Unconscious Bias and Microaggressions in the Workplace.** Enrollment and participation in ERGs also continues to grow within the BPO family. We have achieved a significant increase in ERG enrollment from the previous year.

As part of our DEI roadmap, we launched several regional projects:

- **Elevate Mentorship Program for Women in Leadership in India** helps participants make significant investment in their future potential.
- **Flexible schedules in India** promote work-life balance while increasing operational efficiency to meet business objectives.
- **Part-time schedules in India** enable increased participation of women in the workforce, the flexibility to work with students and ensure inclusivity for team members who may need alternative schedules.
- **Be REAL in the Philippines, China and Dubai** launched to: Reveal relevant opportunities, Elevate equity, Activate diversity and Lead inclusively.
- **4-day workweek pilot in the U.S.** rewards employees by improving work-life balance and helps us attract and retain talent.

**Our goal is to expand these programs globally,** where company and business requirements permit.

We're driving cultural change through interacting respectfully, understanding differences and adopting changes in our daily living. And we're starting to see the impact of these important actions through employee satisfaction and retention.

Thank you for allowing me to champion DEI on behalf of BPO. **I am committed to working with my colleagues to cultivate a culture of belonging!**



We're starting to see the impact of these important actions through employee satisfaction and retention."

— Sandra Smith







Cherry Maliwanag-Sumugat (she/her)  
BPO Manager, Hotel  
Technology Client  
Support (HTCS)

## Dubai DEI Champion

My primary role involves change and project management, and I've been associated with many complex projects during my 15 years with the company. My ability to deal with ambiguity, as well as being confident and curious have been keys to my success. I believe that through people development, performance and training one can lead a team to excellence.

I'm a proud Filipina who manages team members from Jordan, Spain, Brazil, Kyrgyzstan, Italy and China. With our team's composition, there's one thing that's for sure: **Diversity is the one true thing we all have in common!**

We pursue DEI as a business imperative that increases our team member and client satisfaction, improves performance and creates socially responsible outcomes. Over the past few years, our team has consistently conducted an employee engagement program that promotes DEI. **We call it Be REAL (Reveal relevant opportunities, Elevate equity, Activate diversity and Lead inclusively).**

Nurila Saitova, a project analyst on our team, said it best, "**Cultivating a diverse team where everyone feels they can bring their best selves to work is not only the right thing to do, but it's the best thing we've done on our team.** It fosters a safe, secure and inclusive workplace where all of us with diverse backgrounds can thrive."

And we've seen great results. **There's been no attrition in over four years!** We have higher diverse representation overall, represented by a mix of cultures, races, nationalities, spiritual and religious beliefs, ages, genders and interests.

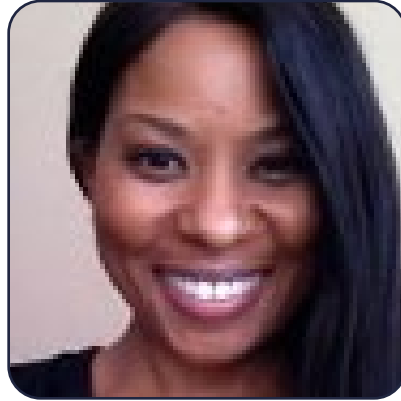
One of the keys to this success is ensuring that we have effective communication. We avoid making assumptions, as we all come from different backgrounds. Instead, we look at each other as individuals and judge successes and failures on the individual's merit rather than attributing actions to our background. We encourage each other and work in diverse groups.

And more importantly, we all aim to be open-minded. We recognize that one's own experiences, background and culture are not the only ones with value to the team. **We always look for ways to incorporate a diverse range of perspectives and talents into efforts to achieve our team's goals.**

### Some of our initiatives include:

- "I Am, But I Am Not" training
- Quarterly HTCS International Sharp Mind Session lessons in leadership
- Quarterly International Dinner to share our cultures and traditions
- Quarterly Team Engagement to move our team toward achieving our DEI goals
- Bi-monthly HTCS International Newsletter to share our team's voices
- Bringing Your Whole Self to Work video to promote DEI internally





Belinda Heard, PHR  
(she/her)  
HR Business Partner  
Global People

## Public Sector DEI Champion

The Public Sector organization is a unique line of business. We support U.S. federal and state government agencies. With the full support of our Division President Christopher Merdon, the Public Sector Champion team was able to thrive this past year.

Our goal this year was to **“promote Public Sector DEI initiatives throughout the organization, including fostering awareness, influencing change and transitioning to a culture of doing.”** We planned several activities in support, which included roadshows, manager and employee training, focus group meetings and the first-ever Public Sector-led ERG open house. We had a lot we wanted to accomplish, and to do that we expanded our DEI Champion team.

The level of engagement from our organization was impressive to say the least. We doubled our ERG participation from last year, surpassing the global goal of 10%. Over 50% of our management team became Bronze Inclusion Aware certified. We launched our Public Sector DEI Catalyst training page, where each employee can not only

see mandatory trainings but also track their training completion status in real time. We rolled out several trainings to the organization, providing resources including an inclusive language guide and a pronouns chart.

We also delivered “Be an Ally” training, which educates managers on different biases in the hiring process, and provided interview best practices to encourage consistency across the organization, encompassing diversity in resumes, timely feedback and diverse interview panels. **This training really challenged our managers to think more deeply about unconscious bias.** We’ve also facilitated focus group discussions on employee engagement, fairness and trust.

For the Public Sector organization, the last two years have been really impactful. The progress made in such a short period of time is astounding! As I transition out of the Public Sector organization into the Chief Digital Transformation Services organization, I look forward to seeing the continued growth for Public Sector and taking on the new challenge of leading the DEI strategy in my new organization.

**As we move onward and upward, I’m excited to see our growth as we become a more diverse, equitable and inclusive organization.**



We doubled our ERG participation from last year, surpassing the global goal of 10%.”

– Belinda Heard







# India Team DEI Champions

We launched a DEI Champion model in India to harness the power of our corporate programs and initiatives while driving new ideas and activities locally. **The DEI India core team champions diversity, allyship and support among a team that is 24,000+ strong.**

Our strategy emphasizes awareness and education to strengthen our inclusive culture through experiential learning and partnerships with various business areas and ERGs within the organization to encourage collaboration and sharing of best practices. We also participate in industry events to showcase the DEI journey and achievements at NTT DATA Services.

### Initiatives of note include:

- **India Persons with Disabilities (PwD) Taskforce** to increase the representation of people with disabilities. The results: targeted hiring efforts, improved digital and physical accessibility, inclusive policy reviews, DEI awareness and trainings, and strengthened branding and strategic communication.

- **LGBTQ+ History Month and National Coming Out Day** to raise awareness for individuals within the LGBTQ+ community and champion the idea that homophobia thrives in silence. Panelists from our PRIDE ERG and the DEI India core team drove discussions at this event.
- **India Women’s Forum** brought together more than 25 women from various business areas to the Noida office. Through stories of inspiration, the group bonded over similarities and differences in their experiences, advocating for the support and development of women in the workplace.
- **NASSCOM conferences** including “Understanding Neurodiversity: How do you make your people management approach neurodiversity smart” and several Inclusion Outlook roundtables.
- **RISE (Reimagining Inclusion for Social Equity) Conference**, India’s premier LGBTQ+ job fair and conference, to enable better opportunities and more inclusive workplaces for LGBTQ+ talent.

India DEI Core Team







# Employee Resource Groups



## ACCESS

“It’s time to look at and harness the ability of persons with disabilities with the emergence of assistive tech solutions.”

– Pranav Desai (he/him),  
Vice President, Emerging Accounts

.....  
**Mission:** To create awareness of the business benefits of inclusion of Persons with Disabilities in the NTT DATA Services workforce.

[Learn More →](#)



Pranav Desai



## La Cultura

“We welcome all persons who have an open heart and an open mind.”

– Jimmy Beltran (he/him),  
Messaging Services Sr. Advisor,  
UCC Messaging Services

.....  
**Mission:** To give the members of our Latin American community an opportunity to share their lives and our culture with our associates.

[Learn More →](#)



Jimmy Beltran





**LIFT**

“It’s OK to not be OK. You’re not alone; let’s talk about it.”

– Louie Calla (he/him),  
Vice President, Corporate IT PMO

.....  
**Mission:** To promote awareness, educate, eliminate stigma and build a comfortable community where individuals can interact to better their lives by sharing their stories.

[Learn More →](#)



Louie Calla



**NEST**

“Climate change is a problem that one person cannot tackle alone. NEST helps connect us so we can learn from one another and see how our sustainable choices make a difference in our communities.”

– Hannah Noah (she/her),  
Marketing Senior Analyst

.....  
**Mission:** To drive awareness about our environmental footprint that transforms into fostering communities that promote sustainable behaviors.

[Learn More →](#)



Hannah Noah





**PRIDE**

“When it comes to supporting our LGBTQ+ team members, the journey is more important than any singular stop along the way. We’re so incredibly proud to work for an organization that is eager to evolve quickly and support the entirety of our diverse work community more fully, striving for greater visibility and equity for all.”

– Daniel Stepanic (he/him),  
Marketing Automation Lead

.....  
**Mission:** To promote equality for LGBTQ+ people through education, advocacy, empowerment and representation globally within NTT DATA Services.

[Learn More →](#)



Daniel Stepanic



**THRIVE**

“Our passion is to steadily impart positive change and impact the lives of our member base and beyond. We THRIVE Better Together!”

– Gina Fields (she/her),  
Solutions/Services Line Director

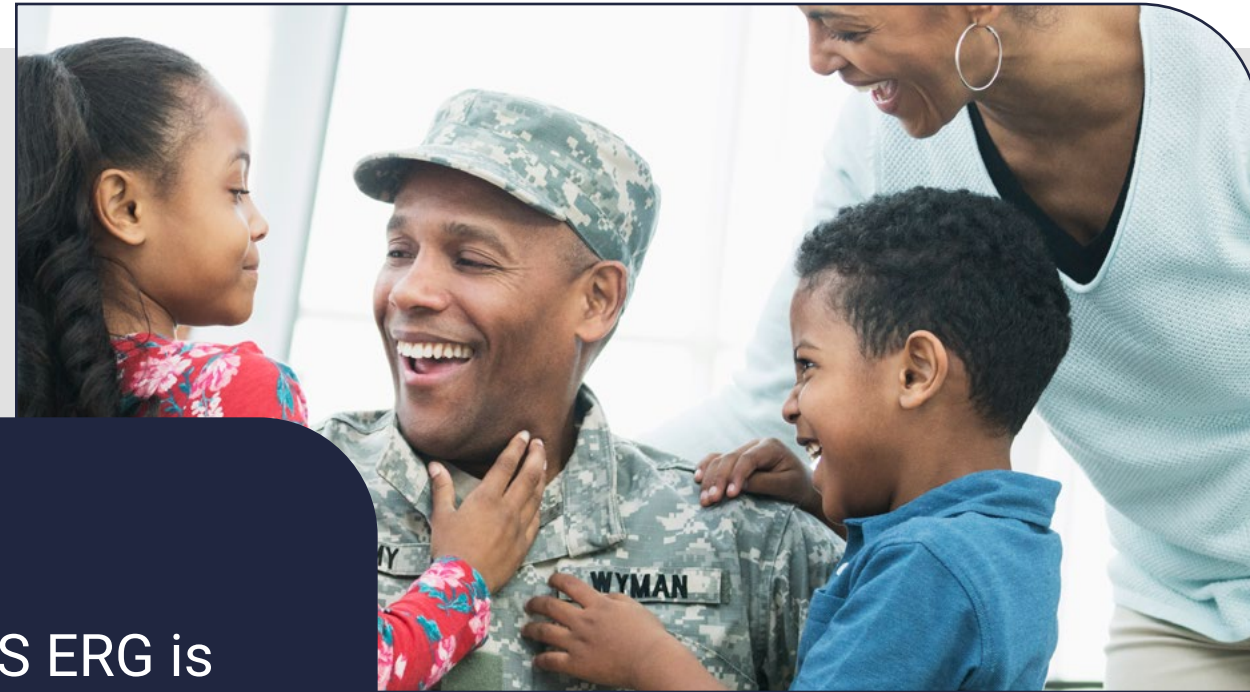
.....  
**Mission:** To build a more diverse NTT DATA Services employment population by creating programs and experiences that support the inclusion, equitable success and advancement of Black employees at all levels, as well as foster healthy and successful relationships with the clients and communities we serve.

[Learn More →](#)



Gina Fields





**VET**

“The primary driver for the VETS ERG is to add meaningful value to the lives of our veterans and employees.”

– Michael D. Ellerbe (he/him),  
Chief Strategy Officer, Federal Services

.....  
**Mission:** To support U.S. Veterans by creating a community to serve those who have served their country.

[Learn More →](#)



Michael D. Ellerbe



**WIN**

“WIN is a fantastic community full of individuals striving to grow both personally and professionally. We recruit and retain highly talented women, and promote and support diversity and inclusion initiatives that recognize and respect the individuality of all NTT DATA Services employees.”

– Holly Shepherd (she/her),  
Manager, Workforce Readiness Consulting

.....  
**Mission:** To support and develop women and their leadership capabilities.

[Learn More →](#)



Holly Shepherd







## Spotlight on ACCESS

ACCESS, the employee resource group for persons with disabilities at NTT DATA Services, had a productive and impactful year. Our mission to enhance accessibility within the organization has been advanced through a range of activities and sessions aimed at raising awareness and fostering a more inclusive workplace culture. A few of the highlights from 2022 included:

### Webinar: Make Your Everyday Documents Accessible for All

In December, we celebrated International Day for Persons with Disabilities with a webinar hosted in collaboration with our CIO office, DEI India core team and the India PwD task force. The event drew over 1,000 participants.

Our guest speaker from Microsoft, Cloud Solution Architect Kevin Sickler, provided valuable insights and tips on how to make Word documents, PowerPoint presentations and other tools accessible – highlighting the importance of accessibility and how it can benefit individuals and organizations alike, promoting a more inclusive and equitable digital world.

### Congratulations Ankit Jindal

The Honourable President of India, Smt. Droupadi Murmu presented the National Award for Empowerment of Persons with Disabilities to our core team member Ankit Jindal. Ankit has been working on many innovations and social engagement projects for people with disabilities, including an artificial intelligence (AI) app for sign language, a first-of-its-kind tool to convert speech and text into sign language.



Ankit Jindal accepting the National Award for Empowerment of Persons with Disabilities (India)





## Spotlight on NEST

**Regardless of our background, culture or beliefs, we all inhabit Earth – our planet, our home.** For that reason alone, we should be focused on preserving our planet’s ability to continue to thrive and nurture all living creatures on it, including ourselves. NTT DATA has a clear understanding of this importance and demonstrates it through the support and drive of NEST.

**One such pursuit was initiated by Briant Grant and Peyton Williams from the Nashville team.** They discovered an opportunity to reduce their location’s carbon footprint. Briant and Peyton wanted to serve the environment and make it sustainable for the future by starting a recycling program. Currently, the program includes four dedicated bins, two located in the collaboration space and two located in the café area. Printed signage is available to guide participants on what to deposit in the bins.

**NTT DATA is also proud to have sponsored Robert Swan’s recent “Undaunted: South Pole 2023” expedition to promote sustainability and the protection of Antarctica.** Between December 24 and January 10, Robert and his team completed the final miles needed to cross the entire 1,500-mile breadth of Antarctica. On his expeditions, Robert demonstrates the viability of renewable energy and sustainable technologies, pointing the way to sustainable societies that protect Antarctica in the process.



Robert Swan, OBE – 2041 Foundation





## Cross-ERG Collaboration Yields the “No Limits: Polar Speaker Series”

The successful conclusion of Undaunted in January completed Robert’s long-time multi-stage goal of walking 1,500 miles across the entire Antarctic landmass.

Earlier in his adventurous career, Robert became the first person in history to walk to both the South and North Poles. These journeys of more than 1,600 combined miles pitted Robert and teams against the coldest and most inhospitable environments on Earth. Since then, Robert has dedicated his life to advocating for Antarctica and mitigating climate change. He also firmly embraces diversity, which he made clear in communications with NTT DATA employees. In recognition of all his efforts, Queen Elizabeth appointed Robert as Officer of the Order of the British Empire (OBE).

To build on employee excitement around Robert and the Undaunted expedition, the company is partnering with multiple ERGs this year to present the “No Limits Polar Speaker Series.” **The inspirational series is intended to demonstrate how anyone can achieve extraordinary accomplishments as long as they maintain unflinching commitment, perseverance and hope.**

In this series:

**Our environmental ERG, NEST, will present Robert Swan’s recap of the Undaunted expedition.** Robert will also share what’s next in his global advocacy for sustainability and Antarctica.

**NEST will also host Dan Smith,** a member of our internal communications team, who travelled to Antarctica with the Undaunted team. Dan will share insights into the natural wonders of Antarctica and facts about the frozen environment.

**The LIFT and ACCESS ERGs will host Karen Darke, MBE,** a paraplegic adventurer and Paralympics gold medalist who recently established the Pole of Possibility in Antarctica.

**Later in the year, our WIN and VET ERGs will host a webcast with Wendy Searle,** a military spouse and mother of four who became the 7th woman in history to walk 700 miles from the Antarctic coast to the South Pole entirely alone and unsupported.



The greatest threat to our planet is the belief that someone else will save it.”

— Robert Swan, OBE



Barney Swan (left) and Robert Swan unfurl the NTT DATA flag at the Geographic South Pole on January 10, 2023.



Karen Darke, MBE, paraplegic adventurer and Paralympics gold medalist.



Wendy Searle, global adventurer and mother of four.





## Awards

NTT DATA is dedicated to its employees' continuous professional growth through culturally innovative initiatives and training and development programs. As a result, we have the honor of being recognized as an employer of choice for people of all backgrounds. Here are some of the accolades we're most proud of:

- **Economic Times Employee Excellence 2022**
- **Eluta: Atlantic Canada's Top Employers 2023, Nova Scotia's Top Employers 2023**
- **Fast Company Brands That Matter 2022**
- **Financial Express FuTech Awards 2022**
- **Forbes 2023 America's Best Employers**
- **Forbes 2022 Mexico's Best Employers**

### **Mexico Best Place to Work for LGBTQ+ Employees 2023**

NTT DATA has been named a top employer for LGBTQ+ inclusion in Mexico. HRC Equidad MX, a global ally that promotes the inclusion of LGBTQ+ people in the workplace, recognized NTT DATA for accomplishing high standards on offering equal opportunity employment for all candidates, regardless of sexual orientation and gender identity or gender expression, championing LGBTQ+ issues and providing training and education through ERG activity, and committing openly to positively impacting LGBTQ+ communities with initiatives created by members of the community.

### **India Workplace Equality Index (IWEI) 2022**

IWEI is India's first comprehensive benchmarking tool that enables organizations to measure and redefine their ongoing efforts on LGBTQ+ inclusion. NTT DATA received the silver designation in 2022, a strong measure of workplace inclusivity utilized by employers in India, due to the strides NTT DATA has made in amplifying support for LGBTQ+ communities while advocating for increased anti-discriminatory legislative protection throughout the country.







## Top Employer 2023

NTT DATA has been named a Top Employer for 2023 by the Top Employers Institute in 15 countries and three regions, highlighting **our commitment to creating a better workplace and enabling employees to realize their full potential.**

Being certified as a Top Employer showcases an organization’s dedication to a better world of work and exhibits this through excellent HR policies and people practices.

“This award underscores NTT DATA’s commitment to build a culture that enables our team members to realize their personal goals and growth, and drives collaboration and inclusion. What a fantastic honor to start off 2023,” said Dean Williams, Chief People Officer, NTT DATA Services.



### 15 COUNTRIES

Japan, Belgium, Germany, Italy, Portugal, Romania, Spain, Canada, Mexico, the United States, Argentina, Brazil, Chile, Colombia and Peru

### 3 REGIONS

Europe, North America and South America







## Corporate Unity Award

NTT DATA Services is proud to partner with **Project Unity**, a Dallas-based organization focused on building and sustaining community through activities, education and empowerment. We've implemented one of their programs across our organization called "Together We Dine."

Together We Dine is a virtual interactive experience that creates a safe forum for conversations about our differences. Attendees engage in healthy dialogue led by a trained facilitator. We worked together to adapt this learning experience to our global audience so all leaders can experience different perspectives in an interactive and safe environment.

NTT DATA has partnered with Project Unity for nearly two years. Since then, we have made critical advancements in our organization. For example, over 200 of our leaders have been through the Together We Dine program. And Project Unity has benefitted as well, expanding from a Dallas-based program to evolve on a global scale.

We were the 2022 recipient of Project Unity's Corporate Unity Award – Activist. The Unity award recognizes corporations, organizations and individuals who've displayed unmatched commitment to supporting and implementing diversity, equity, inclusion, social justice and health programs in the community and workplace. This is a testament to how NTT DATA and Project Unity's goals align to work toward a more diverse, equitable and inclusive environment.



**We work with a lot of companies in the DEI space, but NTT DATA has separated itself from the rest. NTT DATA is a DEI leader for its top-down and bottom-up approach. This is evident every time we engage with the company on a Together We Dine. DEI is not a trend at NTT DATA. I submit that DEI is part of its DNA."**

— Richie Butler, Founder, Project Unity



NTT DATA received the 2022 Project Unity Corporate Unity Award – Activist





## Our Commitments

It's important for NTT DATA Services to have an impact beyond our corporate boundaries. We seek industry and societal impacts through commitments to organizations and actions that align with our values and support a more just and equitable society.



### Alliance for Global Inclusion – Founding Partner

Formed in 2020, the Alliance for Global Inclusion aims to create a transparent path to improve DEI outcomes for our people, our products and our communities worldwide through a coalition of business leaders leveraging the strengths of their industries.

The coalition focuses on three impact areas:

- **People:** Implementing organizational-, talent- and culture-focused strategies that build diverse, equitable and inclusive companies
- **Market:** Embedding diversity, equity and inclusion into decisions and processes affecting customers and markets
- **Society:** Aligning diversity and inclusion actions with partnerships and policies that aim for broad community impact

Within these impact areas, coalition partners will collectively address three critical goals: inclusive leadership, inclusive product development and inclusive STEM access.

As a member of the Alliance, we are also an ACT Report Signatory. [The ACT Report](#) was published in October 2021 to provide a roadmap for transformation, calling on tech to align on a framework for accountability, built on clear, measurable and actionable standards. Inspired by that report, the [Tech Accountability Coalition](#) was created in March 2022 to help standardize how the industry defines terms and collects data. NTT DATA is a member of the coalition and was consulted in the creation of the [Unbias the Future Equity Framework](#).

### CEO **ACT!ON** FOR DIVERSITY & INCLUSION

Our CEO, Bob Pryor, signed the [CEO Action for Diversity and Inclusion](#), joining over 2,200 business leaders in pledging:

- We will continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity and inclusion
- We will implement and expand unconscious bias education
- We will share best – and unsuccessful – practices
- We will create and share strategic inclusion and diversity plans with our board of directors

The pledge also includes creating accountability systems to track progress and share regular updates with each other to catalog effective programs and measurement practices.





## We're Committed to an Inclusive Approach to Talent

As part of that commitment, we've taken part in a number of events and initiatives this past year.

### **Inclusive STEM Access: Making Technology Careers Accessible to Everyone**

As a sponsor of the 2022 AWS re:Invent All Builders Welcome: Inclusion, Diversity and Equity Program, we presented on how to support tech careers from non-traditional pathways. Our recommendations included:

- **Emerging Talent Programs:** Employers can connect with and hire talent through grant organizations and communities, create in-house bootcamps for employees ready to make a change, partner with organizations focused on coding and technology training for underrepresented talent, and ensure there's a culture of growing talent from within.
- **Employee Resource Groups:** Partner with ERG leaders to build and pilot employee referral programs.
- **Talent Acquisition (TA) Playbook:** Create a resource for recruiters with talking points about the company's culture, diversity metrics and strategies to attract a more diverse talent pool. Essentially, build the plan, train the TA team and ensure it's a part of everyday recruitment.
- **Consultative Partners:** Engage an expert, such as a non-government organization (NGO), who specializes in guiding companies on DEI strategies. An NGO can help answer a number of questions, including "Is your organization ready to support the talent?"



### **HBCU Connections**

Our THRIVE ERG attended job fairs and created initiatives focused on hiring from Historically Black Colleges and Universities (HBCUs). Our Campus to Career program allowed us to connect with students at North Carolina A&T, Tennessee University and the Atlanta University Center Consortium, where we met with students from Clark Atlanta University, Morehouse College and Spelman College.

The NTT DATA Career Pathways program offers Paul Quinn College students an opportunity to join as an apprentice, complete extensive training and get hands-on experience in their field of interest. The goal is to hire students through this program and help them build a career with the company. Our experts act as mentors, guiding students through practical experience with our clients. We've seen success with Paul Quinn College and hope to expand this program to other schools.



# HORIZONS

Where We're Headed

Message From Our Chief Executive Officer







## Where We're Headed

As we reflect on the past year, we recognize successes and opportunities for improvement. We've created a foundation that allows us to understand our organization and our employees' experiences on a greater scale. This has helped set the stage for future success, and we plan to build on that.

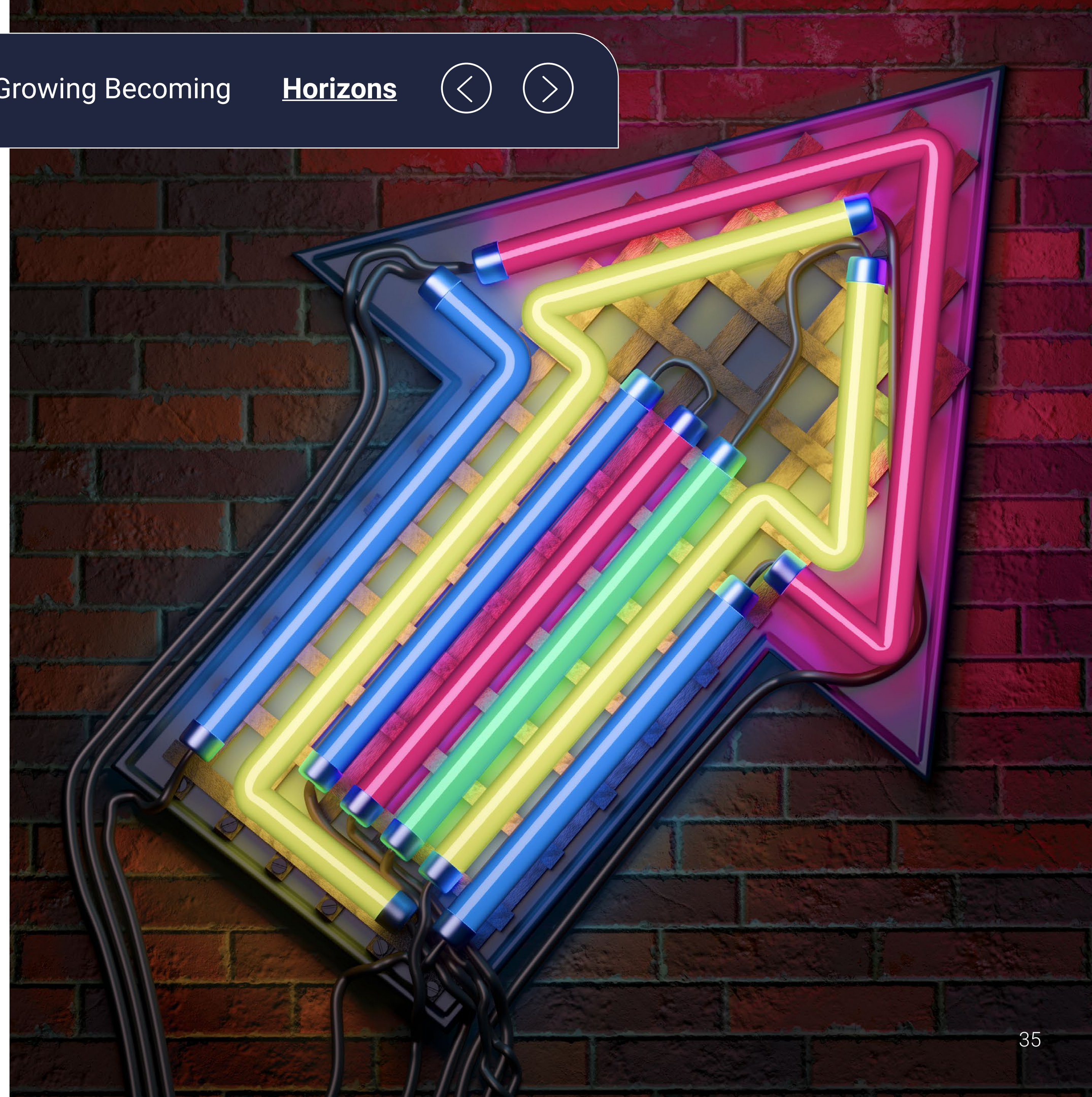
### Commitment to equity

NTT DATA Services remains committed to compensating our employees in a manner that is fair, equitable and market competitive. We will continue to fine-tune our tools and analytics to support compensation programs that reward employees based on consistent and objective criteria in accordance with applicable law.

### Inspiring inclusion

We spend lots of time educating and building awareness, and in doing so, we're constantly learning from each other. In fact, many of our programs are created and championed by employees. While we've seen an increase in ERG membership, we'd like to see that number grow to 10% of our employees globally, as our ERGs continue to focus on engagement and member development.

We have set goals to accomplish by 2025 and have programs to support them. However, we must continue to adjust as needed because environments are constantly changing. We are focused on strategies that support sustained progress and accountability throughout the fiscal year and beyond.







## 2023 Initiatives That Support Our Strategy

- **Improve upon gender and racial/ethnic self-identification options and launch a self-ID campaign.** We are working to allow for more inclusive self-ID options, in accordance with applicable law, so that we can gain a deeper understanding of our diverse global communities as well as tailor programs to better support them.
- **Continue to implement quarterly reporting and engage executive leadership regularly** to not only help enhance our goals but ensure they have the right information at the right times to make the most informed decisions possible.
- **Partner closely with our Corporate Development team to understand anticipated changes** and mitigate any potential impacts of dynamic market forces to achieving our goals.
- **Expand non-traditional recruitment pathways to hire qualified, diverse top talent, with 5% of our hires coming from sources like HBCUs and institutions that train and skill PwDs.** Collectively, the Alliance for Global Inclusion is committed to hiring 10,000 apprenticeships from non-traditional pathways by 2030.
- **Continue to implement development and growth opportunities for women with a focus on middle management** so that we nurture talent within our organization to become future senior leaders.
- **Implement a Sponsorship Program for team members in middle and senior management.**
- **Create a roadmap for advancing our DEI maturity** to the highest levels, and continue to monitor and measure our progress.





## Advancing Our Maturity

### Creating

- Meeting EEO reporting and country, state and local regulation compliance
- Limited focus on cultural transformation
- Expectations set for ethical behavior and accountability

### Evolving

- DEI strategy in place, but lacks cohesive and consistent integration
- Identifying and assessing major components needed for cultural transformation
- Commitment and accountability to goals and resources that support transformation

### Valuing

- A cohesive and holistic strategy has been incorporated into major components needed for cultural transformation
- Strategy supported by systems, policies and processes
- Recognition programs in place support transformation

### Leveraging

- Progressive strategy in place that addresses all major components needed to drive cultural transformation
- Innovative approach to culture sustainment and collective industry support

**Where we're headed**

**Embed diversity, equity and inclusion into every major component of our business to ensure progression and sustainability.**





**Bob Pryor**  
Chief Executive  
Officer

“I’m thrilled to see how these organizations have grown in their capacity to serve members and help drive our company forward.”

## Message From Our Chief Executive Officer

In this year’s update, I hope it’s clear that NTT DATA Services has intensified our focus on DEI despite the modern world’s constant disruptions and distractions. Embracing inclusion is the ultimate goal of our work to incorporate diversity and equity throughout our culture and operations.

Though we have not achieved our full objectives and still have much work ahead, we made genuine progress over the past year, including greater hiring within underrepresented groups, numerous external recognitions and substantial growth in ERG membership. Moving forward, we will continue working to achieve a workplace that reflects the diverse communities that we serve, where mutual respect is the norm and individuals are encouraged to bring their full personhood to their work.

**We seek diversity in our workforce because personal perspective and background are components of an individual’s overall merit and the foundation for world-class innovation.** That’s one reason workforce diversity has become a proven strategy that helps companies outperform their industries.

Employee Resource Groups have helped drive the increasing maturity of DEI within our business, and I’m thrilled to see how these organizations have grown in their capacity to serve members and help drive our company forward. Since the official re-launch of our ERG program in early 2018, almost 10% of our employees now participate in one of our diverse groups, and many team members have joined multiple groups. It’s great to see how our people are allies for each other, and the momentum continues to grow.

Embracing inclusion is also an essential aspect of NTT DATA Services’ commitment to ethical corporate behavior. Equity is a valid and moral business imperative in its own right and has become even more important as AI and other advanced digital technologies have inexorably advanced. IT developers and providers have an ethical obligation to embrace inclusion and remove bias from technology.

We still have work to do, and we are committed to it. We look forward to continued progress toward being the best inclusive organization we can be and reaping the benefits for our clients, investors, team members, partners and communities.



# NTT DATA

Trusted Global Innovator

**[Visit our website](#)** to learn more.

NTT DATA Services is a recognized leader in IT and business services headquartered in Texas. A global division of NTT DATA — a part of NTT Group — we use consulting and deep industry expertise to help clients accelerate and sustain value throughout their digital journeys.

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