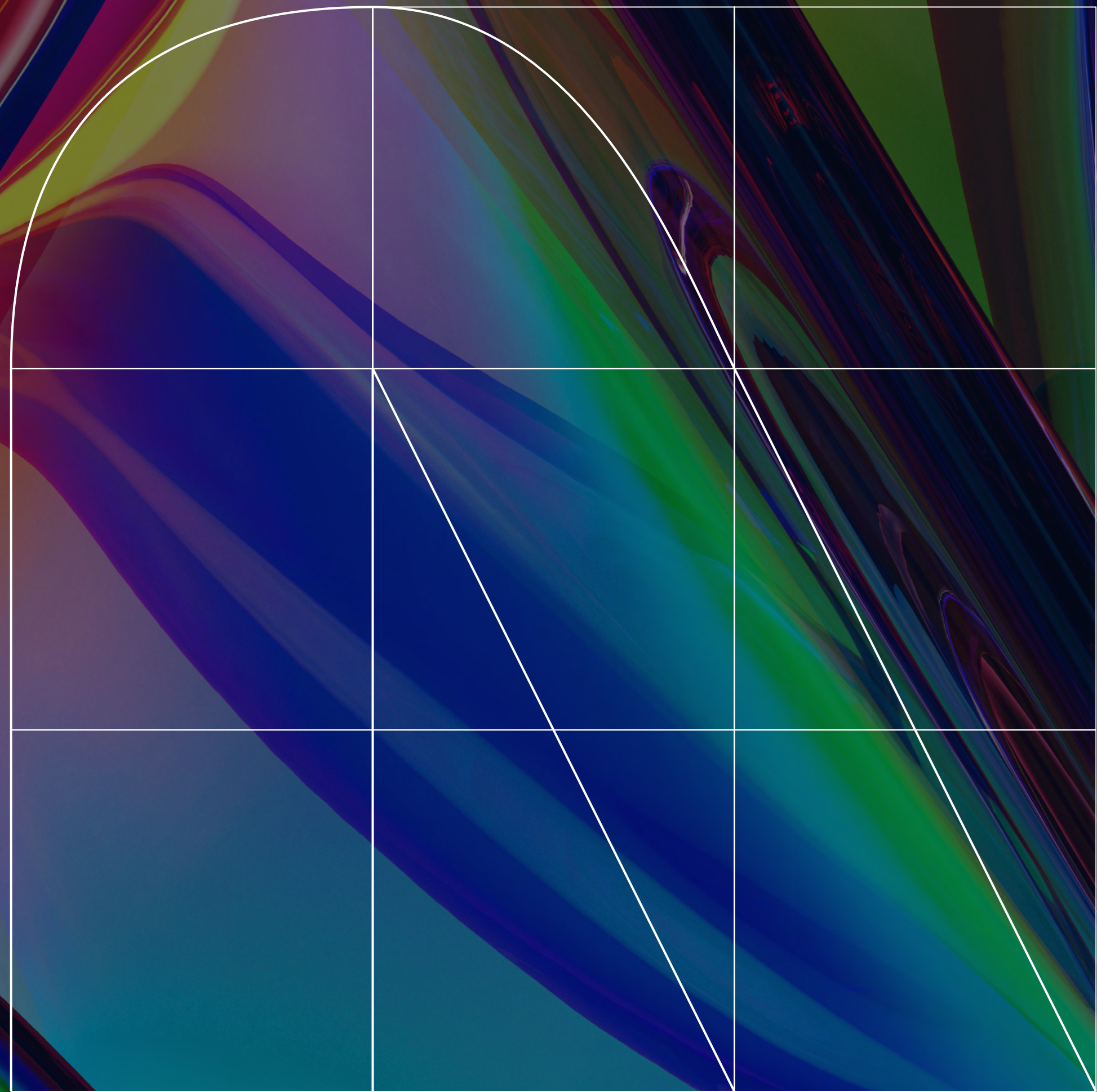


Rising together

Diversity, Equity and Inclusion
Annual Update 2024



What does DEI look like at NTT DATA?

Every year, we publish this update to detail progress on our DEI strategy, maturity and goals. We aim to be transparent while also highlighting the programs, initiatives and people driving change at NTT DATA. We believe it's through the unique strengths of our people that we can realize a more diverse and inclusive workplace.

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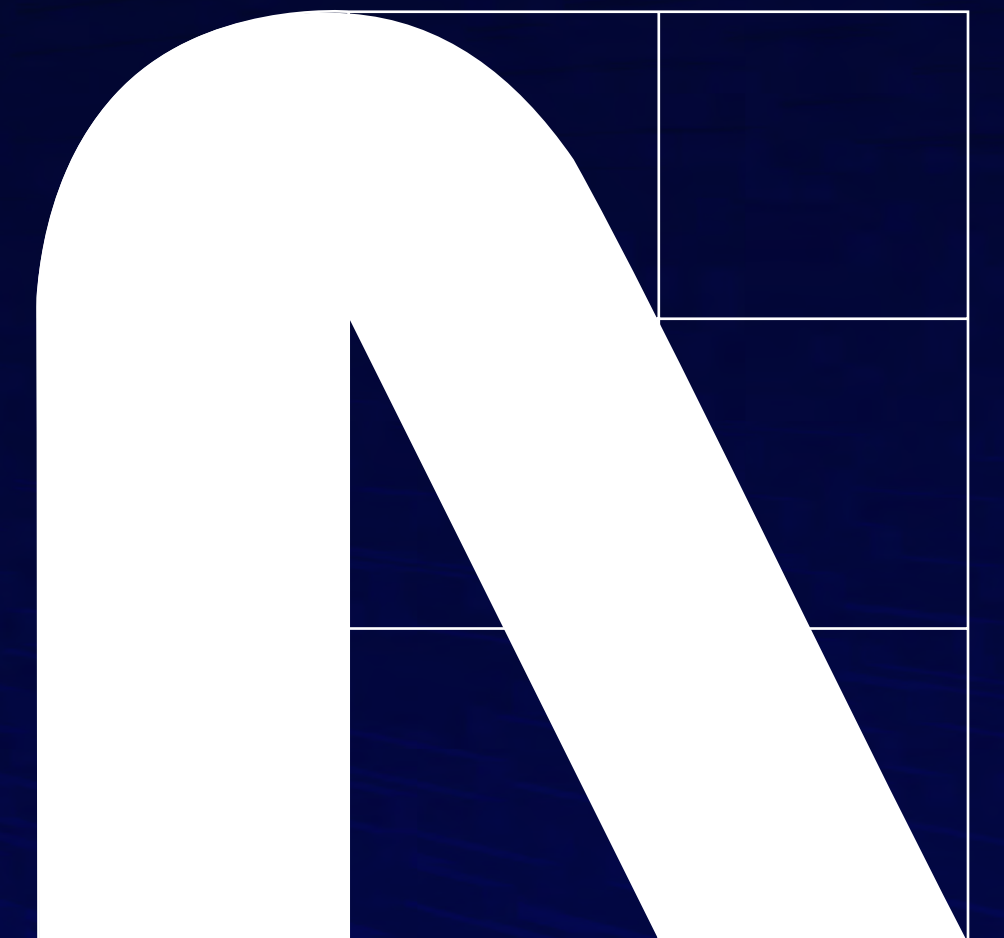
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What we believe

At NTT DATA, our commitment to embracing diversity, equity and inclusion (DEI) remains strong.

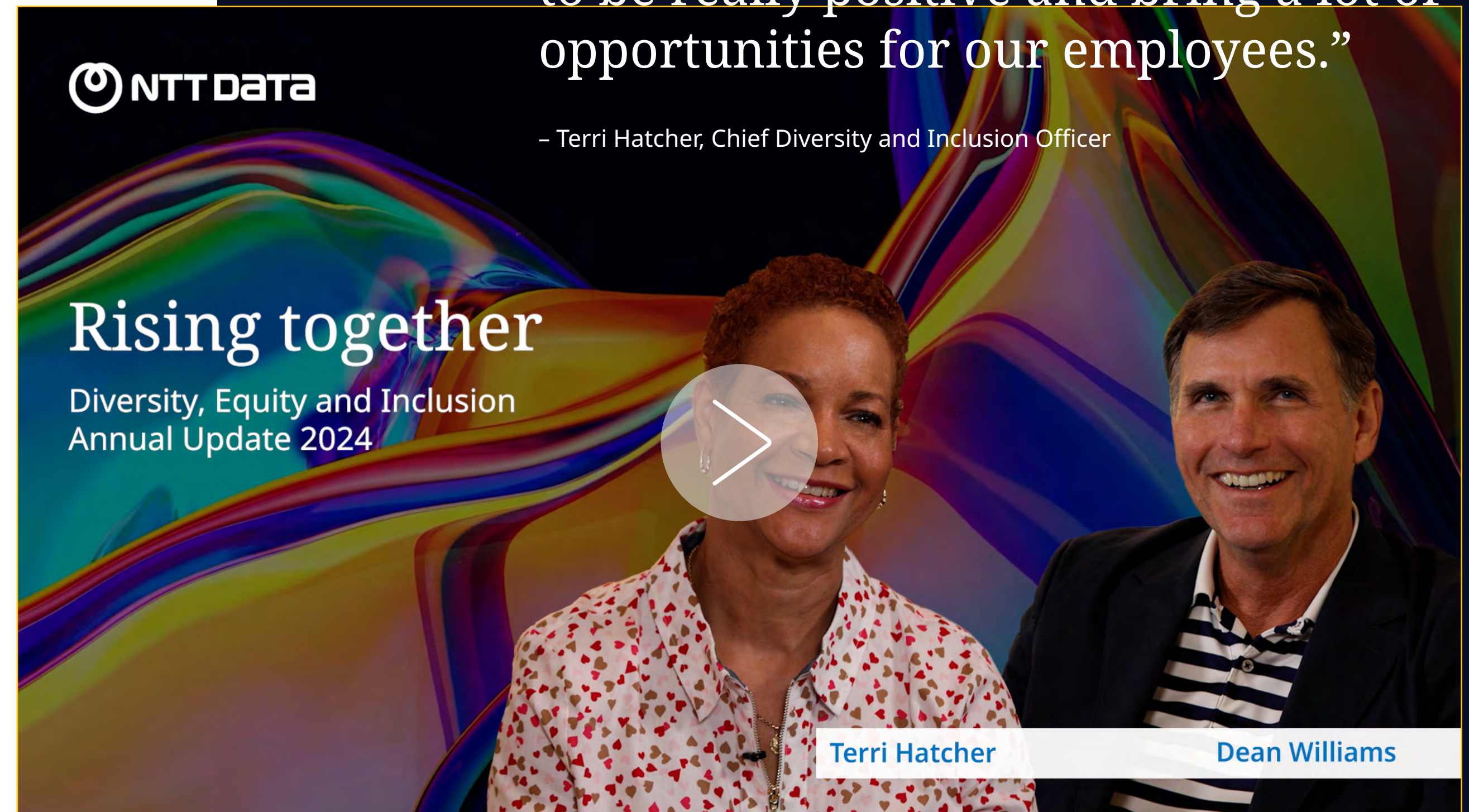
We recognize the integral role diversity plays in driving innovation and success. By valuing the strengths of our people, we are creating a culture that retains and attracts top talent.

We've made significant strides since our 2023 update, establishing initiatives like new tools for tracking and viewing metrics and **increased accountability** at the executive level, while building and **sustaining engagement** in existing inclusion programs and training. Our employee survey ratings have **improved in nearly every category**.

In this annual update, we are pleased to share the progress we have made in a year of significant change for NTT DATA. Our **new organizational structure** presented an opportunity for growth for many. **When we work together, we all rise.**

“A lot of the changes that our company has gone through this year are going to be really positive and bring a lot of opportunities for our employees.”

– Terri Hatcher, Chief Diversity and Inclusion Officer



Terri Hatcher

Dean Williams

Terri Hatcher, (she/her), Chief Diversity and Inclusion Officer and Dean Williams, (he/him), Chief People Officer, discuss diversity, equity and inclusion at NTT DATA North America



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What we believe

Our mission and strategy

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

NTT DATA looks to continually infuse our culture with behaviors, processes, practices and partnerships — those things that help ensure all employees feel included and valued — that move us toward a **more inclusive and equitable industry and society**.

Though 2023 proved to be another year of change and adjustment, we know that **growth isn't always linear**. While we did not reach all of our goals, we focused on expanding knowledge, advancing in our maturity and pressing forward.

Our focus is on growing and sustaining a culture where differences are embraced and valued in driving

world-class innovation. We continue to ensure **100% compliance** with our code of business conduct training, and we continuously review, update and track required trainings for all employees. We also **enhanced tracking** of employee resource group (ERG) effectiveness through Microsoft Power BI, as ERGs are a strong engagement vehicle.

We updated our four strategic pillars to ensure that we have the foundation needed to continue to grow and advance our maturity.

What we believe

Strategic pillars

Our updated strategic pillars emphasize a focus on accountability, growth and sustainable change.



Governance

Ensuring guidance, accountability and sustainability

- Tangible leadership support
- Policies, practices & programs align to our core values and envisioned inclusive future state
- Clear and measurable results and progress



Education

Enabling knowledge and awareness

- Continuous leadership development
- Required company-wide training
- Inclusive company-wide educational experiences



Engagement

Empowering growth

- Empowered employee communities
- Aligned business champions
- Guidance for attraction and retention of talent



Partnership

Contributing to an inclusive society

- Industry collaboration
- Attracting talent
- Volunteerism



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What we believe

Taking inclusion to the next level

In advancing our DEI maturity in 2023, we focused on assessing existing practices, systems and procedures starting with our Global People (HR) organization. The assessment covered the entire employee lifecycle — from sourcing to separation.

The result? A roadmap aimed at driving **tangible organizational and cultural change** across the whole organization.

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

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What we believe

A culture of accountability: DEI Council

Amir Durrani discusses commitment across NTT DATA



Diversity of thought and inclusion aren't just business objectives. They're choices we make every day at NTT DATA. This is what sets us apart as an organization.

Our DEI Council brings together leaders from a wide variety of business units and regions within the organization. It serves as **a unifying force to establish strategic direction and ensure accountability** toward our organizational goals — with a focus on promoting inclusion and belonging.

“For me personally, during my recent senior roundtables with our emerging leaders, I emphasized the importance of receiving pointed feedback,” said Amir Durrani, EVP, Digital Operations, and DEI Council Executive Advisor. “I want colleagues to feel empowered to provide honest feedback for the betterment of our organization.”

The council exercises governance and oversight over a range of initiatives, taking into account the regional and cultural nuances that shape our organization. The council's role is to regularly assess our DEI strategy while fostering **an environment that encourages the introduction of fresh ideas and collaborative efforts.**

By actively examining pivotal initiatives aimed at **advancing maturity** within the organization, the council can better align these initiatives with business objectives. They perform quarterly business reviews to ensure the organization is on track with its goals. The council also offers valuable guidance on any emerging regulations or laws pertaining to DEI that may have an impact on the business, enabling a proactive response and compliance.

While it can be difficult to define and refine our strategy and goals for the organization in an ever-changing world, we are committed to fostering an inclusive environment where everyone's voice is valued and heard. Together, we can drive positive change.



“As a member of the DEI Council, it is a privilege to work with a diverse group of people to put our weight behind the DEI initiatives at NTT DATA”.

— Annette Ryan, Vice President, Legal

“My membership in the council has provided me with the visibility of our organizational strategic ambition and with the ability to influence the agenda to create a more diverse organization.”



— Spyros Stamoulis (he/him), U.K. Country Manager



“Workplaces with diverse community and true inclusion will always thrive, and I feel fortunate to be a part of driving positive change for our people and our company.”

— Sweta Mepani (she/her), Senior Vice President, Applications, BPO and Configured Platforms

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Inclusion in action

Our community, our people, our voice

Here are our nine active employee resource groups (ERGs):



ACCESS: Increase inclusion for all persons with disabilities



API: Support the Asian and Pacific Islander community



La Cultura: Promote the voices of the Latin American community



LIFT: Raise awareness about mental health and eliminate stigma



NEST: Spread awareness to minimize our environmental impact



PRIDE: Provide a space for LGBTQ+ employees and allies to promote equality



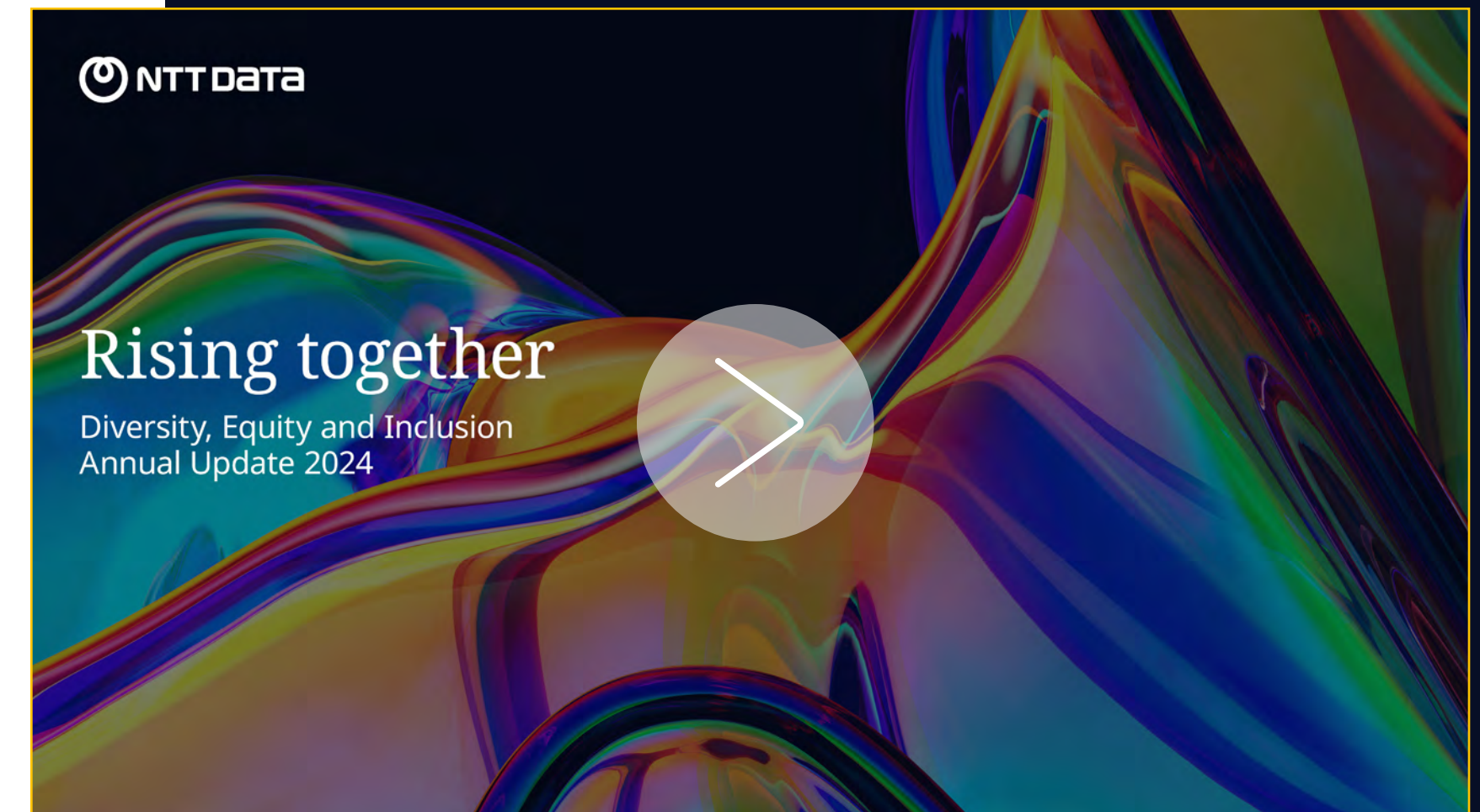
THRIVE: Promote the successful inclusion of Black people



VET: Create a community to serve those who have served our country



WIN: Support women and develop their leadership capabilities



Organized and led by our employees, ERGs have been busy connecting, learning and building community.



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Inclusion in action

Growing ERG membership

This past year, our ERGs brought in **more members than ever before**.



Unique membership has grown by almost

38%



8.5%

of our **eligible global population** is a member of at least one ERG.

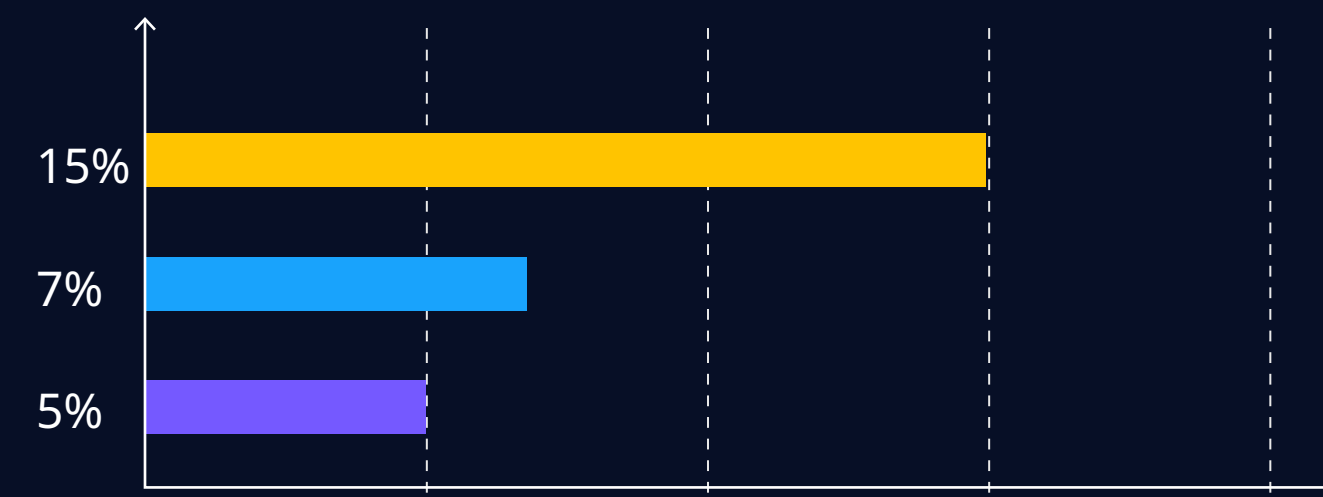


ERG members are across 27 countries, with the U.S. and India boasting the largest membership numbers.

27 countries

ERGs that grew the most:

- La Cultura
- LIFT
- WIN



Through our nine groups, we have created a vibrant space for bringing together employees to connect, educate and celebrate.

To encourage growth and increased engagement, we held our first ERG summit. It coached ERG leaders on how to foster successful sponsor relationships and fine-tune their strategies for outreach and collaboration. They also learned how to use metrics to drive future growth.



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Leading La Cultura:

Victorino Villegas challenges stereotypes to build a more inclusive workplace



ERGs are the heart of an inclusive workplace culture. They offer **a safe, supportive space for employees** who share common backgrounds, experiences and interests to connect and have a voice within the organization.

“This is the first company I’ve worked for that has a formal DEI initiative,” said Victorino Villegas, Delivery Director, Federal Health, and ERG Lead for La Cultura, which highlights the arts, beliefs and customs of the Latin American community.

When Victorino immigrated to the U.S. from Mexico, he found a more diverse community but also more discrimination than he was used to previously. **“I cannot just sit down and be quiet. I need to do something about it,** so that’s why DEI is important to me,” he said.

“My mission, ever since I moved to the U.S., is to break stereotypes,” he continued. With ERG events open to all employees, Victorino loves “Seeing people’s faces when they learn something new, and they’re like ‘wow, everything that I’ve been seeing on TV or in the movies is wrong.”

La Cultura had its first full year in 2023 and saw **membership increase by over 15%**. The group’s strong programming for Hispanic Heritage month included everything from sessions on exploring the ancient Mesoamerican city of Teotihuacán and tianguis open-air street markets to a bailoterapia (or dance therapy) workout class.

And it’s only getting started. Victorino is looking forward to more participation as the ERG continues to grow. **“I would like to invite everybody to enjoy our events. You don’t have to be a member of the community. You just need to be willing to learn more.”**

Inclusion in action

Championing diversity, equity and inclusion



Fostering a diverse and inclusive team has resulted in increased creativity, innovation and problem-solving capabilities. Together, we're building a stronger, more resilient NTT DATA.

DEI Champions collaborate with the Chief Diversity & Inclusion Office to **achieve shared goals, complement our ERG leaders, and harness the power of our**

corporate programs and initiatives while driving new ideas and activities locally across the globe.

— Christopher Merdon (he/him), Group President, Public Sector

“Being a champion means actively promoting and advocating for DEI within NTT DATA. We often lead efforts to educate others and implement policies that promote DEI. It sets the tone for a supportive work culture.”

— LaCresha Mirrielees, Business Partner Specialist, Public Sector



Inclusion in action

From intern to advocate:

Brian Davis' path to NTT DATA



NTT DATA continues to partner with historically Black colleges and universities (HBCUs) to increase inclusive access to STEM careers and develop recruitment opportunities. One such partnership is Paul Quinn College and its Corporate Work Program, which offers students access to a corporate environment via internships.

“During the experience, I met a lot of great people. **Being able to see how NTT DATA works to make sure everyone feels included resonated with me,**” said Brian Davis, Business Partner Analyst.

Brian came to the internship almost by accident. He started at Paul Quinn on an athletic scholarship, but when COVID-19 happened, he had to find another way to pay for school.

“When I met with the person in charge of the Corporate Work Program, he gave me a list of different opportunities. I didn’t know much about any corporations that were being talked about,” Brian said. And yet, “NTT DATA stuck out to me.” He went on to intern with NTT DATA for two years.

During his senior year, after receiving guidance in a Paul Quinn internship class, Brian came up with an idea to make the internship more effective. To him, interns should receive **department-specific work and practice**

on-the-job skills that could translate into a career. Brian’s investment in the program trailblazed our Career Pathways Program and jumpstarted his career at NTT DATA.

“**I pretty much went out on a limb, expressed how I felt to my manager at the time, and it worked wonders for me,**” Brian said. “I ended up being hired right after I graduated.” He soon realized that it wasn’t solely about getting a job for him; he wanted to use his platform to help others get hired.

“**Making everyone feel included, safe and comfortable within their role is something I didn’t realize I like doing until I started doing it,**” Brian said. As an advisor for the Career Pathways Program, Brian helps interns map out their career goals, provides advice and insight as an early careerist, and acts as a mentor.

“It was always an encouraging environment,” he said. “I appreciated that because I’m an encouraging person. **I feel like this program could be implemented anywhere.**”

Career Pathways

We’ve seen how well these programs attract diverse talent. In fact, we’ve had 100% acceptance of job offers from Career Pathways Program interns.

Program goals:

- Create a diverse pipeline of top talent
- Grow community partnerships to advance inclusive access to STEM careers
- Expand the program to other institutions

Inclusion in action

Country spotlight: India

The India DEI Champion team works closely with stakeholders and teams while collaborating with the Office of DEI to support our company's strategy.

Through these initiatives, they make a visible impact:

- **Amplifying awareness:** Organized women's wellness and finance awareness sessions as part of WIN ERG initiatives — attended by over 800 employees.
- **Practicing inclusion:** Conducted external accessibility audit for company-owned sites in India working with the ACCESS ERG; helped build inclusive accessibility features in the offices. Developed a comprehensive handbook for managers via ACCESS on disability inclusion and encouraged hiring of persons with disabilities through job fairs and campus events.
- **Expanding allyship:** Participated in panel discussions and external events including "The Future of Diversity, Equity, Inclusion and Belonging," "Inclusive Public Goods: Tools for the future" and the Aon NASSCOM DE&I Roundtable series.



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Inclusion in action

Elevating careers, empowering women:

Vimi Nijhawan on how programs make an impact



With so much going on day-to-day at work, it's easy to focus only on the next task. But when employees and leaders have the space to learn outside of their own roles and experiences, it makes for a much richer workplace.

"A few years back, I wasn't aware of the depth and impact of DEI," said Vimi Nijhawan, VP of Delivery.

"These trainings have now given me a lot of exposure to what people really go through. Now I understand. I empathize with and respect people regardless of gender, ethnicity or background."

For Vimi, training was just the beginning. She thought about what it really means to be more inclusive as a company. **"I am a people person. It's my basic instinct to help others."**

As a WIN (Women Inspire NTT DATA) India-Chapter lead, gender equality and **improving the percentage of women in leadership roles** top her list, particularly across the team of more than 26,000 employees in India.

Building on that theme, Vimi was instrumental in implementing **Elevate, a mentoring and leadership program with a focus on developing the next group of company leaders.** "We recently rolled out Elevate to our Project and Application Services team," she said, "and 46 women completed this program very successfully." Most leadership programs cater to relatively senior employees. This six-month program focuses on developing women leaders at all career stages.

For people who haven't been in the workforce recently, NTT DATA launched Career Reboot. The initial program focused on women returning to work after a break in their professional life. **"In addition to being the right thing to**

do," Vimi said, "it's a smart business decision as it helps expand our access to talented women ready to rejoin the workforce."

"The Career Reboot program builds confidence in women and creates a stronger society," she added. Now revamped, Career 2.0 expands on that goal. Open to all, the program provides "opportunity to anyone whose career may have been interrupted or delayed."

As a passionate advocate for DEI, Vimi dedicates her time and energy to driving change at NTT DATA and beyond. She's active in Global Volunteer Week and other corporate social responsibility (CSR) initiatives, but International Women's Day inspires her. "I call it International Women's Month. It gives me a platform to promote some of the initiatives that we have been working on and to really engage with lots of people of all genders."

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Power of all

NTT DATA is a founding member of the [Alliance for Global Inclusion](#).

The Alliance is a one-of-a-kind coalition founded by industry peers, and is **committed to helping build an equitable and just tomorrow**. Coalition members work together, combining the collective power and resources of their global organizations, to bring inclusivity and equity to the workplace.

The Alliance provides a survey that assesses a company's progress toward its goals of people, market and society. It allows companies an opportunity to share their global data and examine progress overall and in each region. The companies that reach a minimum score become part of the Alliance for Global Inclusion Index. **NTT DATA earned a spot on the 2023 Alliance for Global Inclusion Index.**

Together, we can accelerate the adoption of inclusive business practices across industries by openly sharing practices, progress and lessons gained through this collective effort, assessing global DEI best practices in tech and tech-related companies.



Alliance for Global Inclusion: Goals across people, markets, society

People:
Inclusive leadership

Markets:
Inclusive product development

Society:
Inclusive STEM access

Shared metrics: Collective impact

Strategic impact

Awards and recognition

Our employees continue to make NTT DATA a welcome space for everyone through culturally innovative initiatives, training and development programs, and participation in ERGs. 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:



Global Top Employer 2024

In addition to global recognition, we also received Top Employer certifications across multiple regions, including Asia-Pacific, Europe, Latin America and North America, encompassing **a total of 29 countries** (an increase from 22 last year).

Learn more: [NTT DATA is recognized as a Global Top Employer 2024 | NTT DATA Group](#)



Nova Scotia Top Employer 2024

This prestigious 2024 certification reflects our commitment to maintaining an exceptional corporate professional environment and implementing exemplary practices and policies.

Learn more: [Top Employer: NTT DATA Canada, Inc. \(canadastop100.com\)](#)



Brandon Hall Group Awards 2023

NTT DATA secured **1 Gold, 2 Silver and 4 Bronze** awards at the Brandon Hall Group Awards for Excellence in Technology and Talent Management. This achievement also placed NTT DATA among the companies with **"Most Award Wins."**

Learn more: [NTT DATA Wins Seven Awards in Brandon Hall Group's Excellence in Technology Awards | NTT DATA](#)



India Workplace Equality Index (IWEI) Silver Employer 2023

Our second year achieving this honor, the IWEI is a comprehensive benchmarking tool for India's employers to measure progress on LGBTQ+ equality and inclusion in the workplace.

Learn more: [NTT DATA Recognized for LGBTQ Workplace Equality in Three Countries | NTT DATA](#)

Strategic impact

Awards and recognition



Top Employer for LGBTQ+ Inclusion in Mexico 2023

NTT DATA was recognized as a Place to Work for LGBTQ+ Equality by Equidad MX, a program branching from the Human Rights Campaign in Mexico, which serves as a global ally promoting the inclusion of LGBTQ+ people in the workplace.

Learn more: [NTT DATA Recognized for LGBTQ Workplace Equality in Three Countries | NTT DATA](#)



Atlantic Canada Top Employer 2024

Employers are compared to other organizations in their field to determine which offers the most progressive and forward-thinking programs.

Learn more: [Top Employer: NTT DATA Canada, Inc. \(canadastop100.com\)](#)



Ernest & Young Global Equality Standard (GES) 2023

The GES is a comprehensive assessment framework that provides an in-depth diagnostic of all aspects of DEI, setting out clear strategic recommendations and a detailed action plan for improvement.

Learn more: [NTT DATA receive EY's Global Equality Standard Certification | NTT DATA Group](#)

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Timeline: Advancing our maturity

2018

DEI office created. In the first year, the office formalized an ERG committee (Women Inspire NTT DATA, or WIN, was the first ERG established), developed Unconscious Bias training and created DEI Champions to start the maturity journey.

2021

Partnerships established. NTT DATA signed the CEO Action for Diversity and became a founding member of the Alliance for Global Inclusion. We also partnered with Project Unity and introduced training, including Inclusion Intelligence certification for all employees and making Unconscious Bias and Microaggressions in the Workplace training mandatory for all people managers.

2023

Significant growth achieved. This past year, we received more awards including being named a Top Employer in 29 countries and regions. We held the first ERG Summit, bringing together all 8 groups, and implemented PRIDE's Safe Zone certification to promote allyship of the LGBTQ+ community. Inclusion metrics were added to leadership scorecards and quarterly business reviews. We also partnered with Women in Technology International.

2019-2020

DEI strategy formalized. These two years included a lot of growth, establishing a full-time DEI Officer and DEI Council. Leadership training and DEI metrics for leaders were also developed.

2022

Progress recognized. Our organization received a number of awards, including Best Place to Work in U.S. and Mexico, partnered with Out & Equal and revamped our Career Pathways Program for HBCUs. We developed DEI dashboards in People Analytics and created leadership training specific to inclusion. This was also the year we published our first DEI Annual Update.

2024

The work continues.



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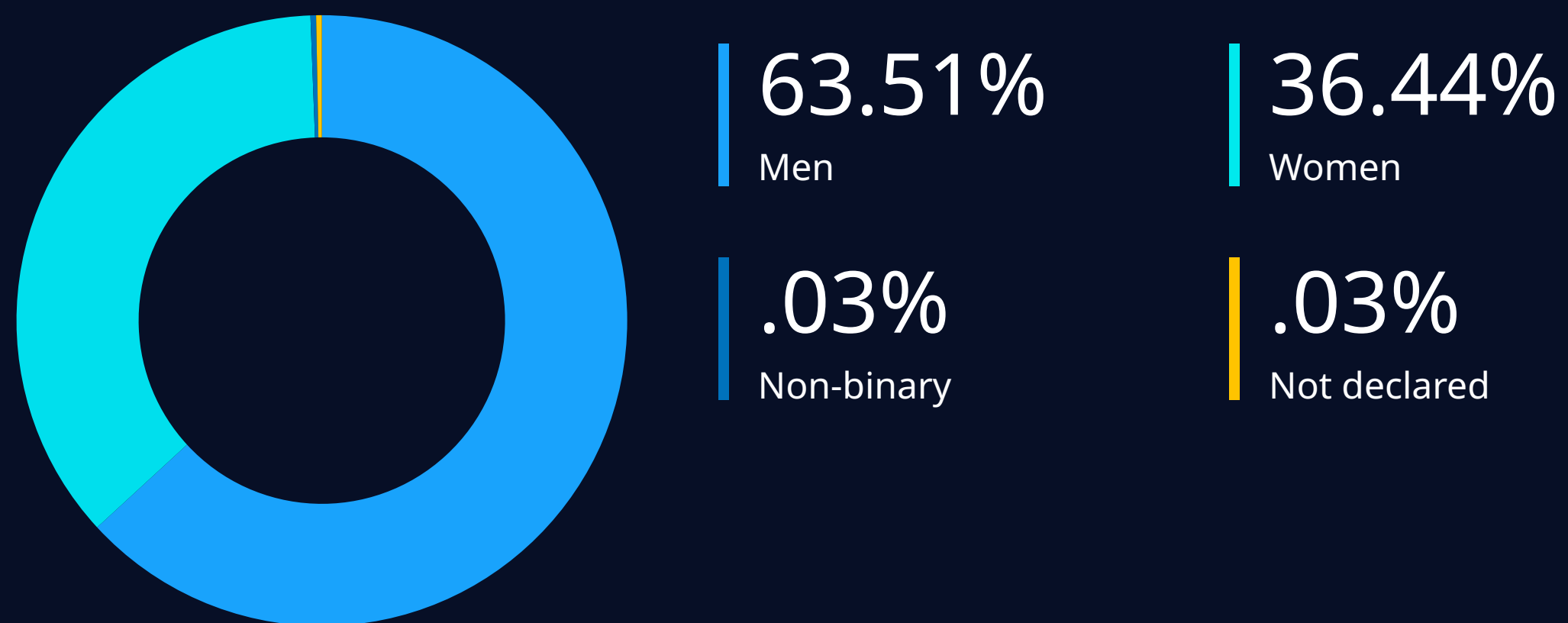
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By the numbers

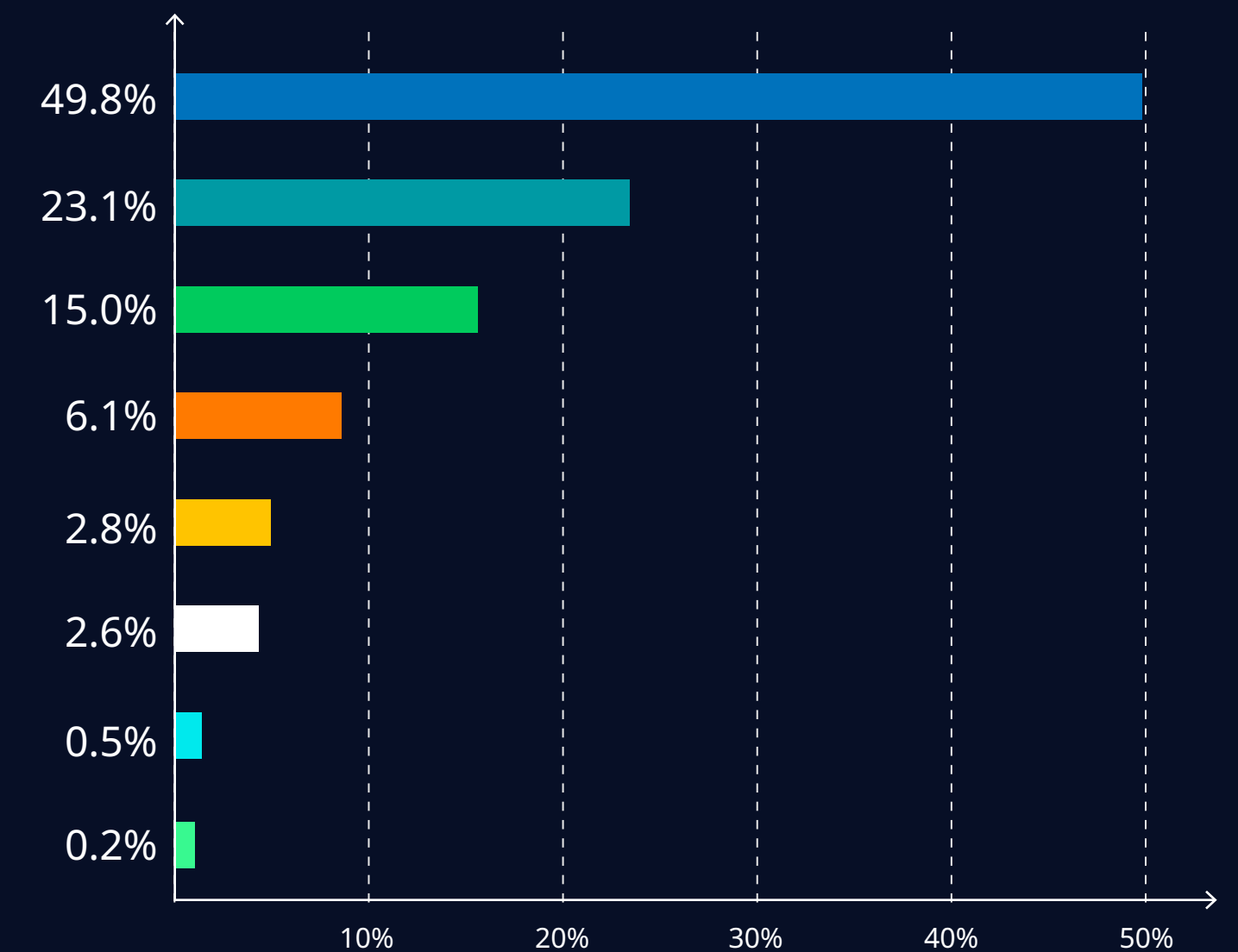
We continue to collect voluntary self-identified demographic data from our employees. This serves the dual purpose of providing us with knowledge to implement inclusive benefits and programming as well as to help us measure the impact of programs and systems we have put in place.

Global gender diversity statistics:



U.S. race/ethnicity breakdown:

- White
- Asian
- Black or African American
- Hispanic or Latino
- Two or more races
- Not declared
- American Indian or Alaska Native
- Native Hawaiian or other Pacific Islander



In the U.S., 3.3% of our employees self-identified as a protected U.S. Veteran and almost 5% identified as a person with disability (PwD).



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By the numbers

Senior leadership:

At the close of our 2023 fiscal year, over **27% of our leaders in the U.S. identified as a person of color**. 40% percent of leadership promotions were awarded to persons of color. **NTT DATA is committed to diversity at all levels of the organization**. Over the past two years, we have doubled the number of people of color in senior leadership with the most growth occurring for Black or African American and Hispanic or Latino employees.

Management momentum:

We place an emphasis on gender diversity at management levels, as these employees are in a position to be our future senior leaders. Over the past year, globally we have seen women in management increase from 22.7% to 23.5%.

Additionally, last year in India we set and **exceeded a goal to increase women in management from 14.6% to 16%** (with the final being 16.6%). This year we have seen a continuation of that momentum increasing the number to 17.8%. Focusing on creating a diverse group of managers in India will remain a focus area, especially since India has a large portion of our population.

Hiring trends:

We had an overall increase in the hiring of women, at almost 40% globally. In the U.S., **more than half of our hires were women and over 60% of new hires that chose to self-identity did so as a person of color**.

Professional development:

Our professional development programs are designed to facilitate career progression and develop our future senior leaders. **In our 2023 fiscal year, over half of our leadership development and mentoring program participants were from underrepresented groups, and over 40% of participants were women**.



23.6%

Percentage of women globally in senior leadership positions



36.4%

Percentage of women globally across NTT DATA



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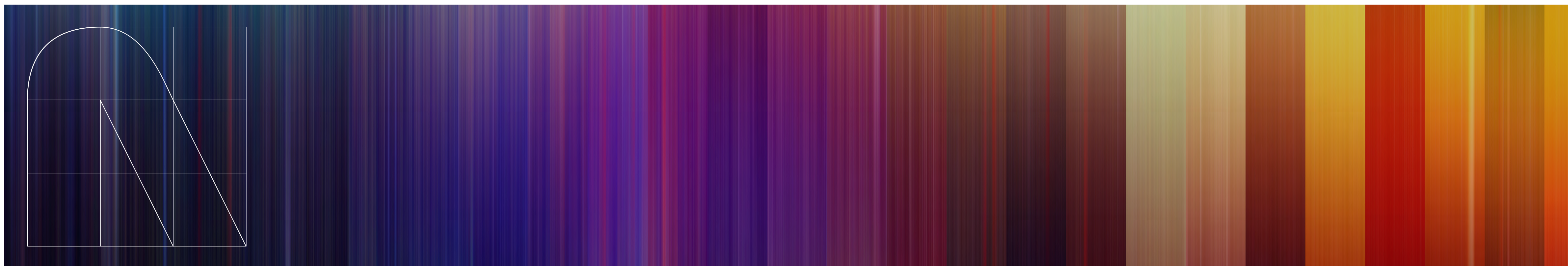
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Goals for next year: Building community



NTT DATA believes that, as a leader in social sustainability, DEI is a top priority — second only to a strong and enforced code of ethics. **When difference is embraced and inclusion is valued as a primary business imperative for driving world-class innovation, we rise together.**

Our goals:

- **Build, elevate and sustain our inclusive community** through development and mobility, engagement and morale.
- **Advance our DEI maturity** by operationalizing behaviors, processes and practices.
- **Increase ERG excellence** through enhancement operations, training and networking.
- **Grow gender diversity** at all levels and, in particular, in India for women in management.

“

We are including every segment of available talent . . . our employees then, too, feel a sense of community and belonging.”

— Dean Williams, Chief People Officer

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A message from our CEO



I am delighted to present NTT DATA's annual DEI update, which demonstrates our progress and direction. Our commitment is genuine, the progress is real and we know much work remains.

With the combination of NTT DATA and NTT Ltd.

on April 1, 2024, that work now becomes more important and powerful than ever. Our unified organization offers a full spectrum of business and technology consulting, and IT and infrastructure services. To serve as a trusted and preferred provider for clients, we must also be a trusted and preferred employer.

To attract and retain the world's most-skilled talent, we prioritize initiatives that increase diversity, equity and inclusion. We want **every employee to feel a deep sense of belonging in an environment that welcomes them as they are**, values their contributions

and encourages their development. Through such efforts, NTT DATA is recognized as a Global Top Employer and a Top Employer in Asia Pacific, Europe, Latin America and North America including 29 countries.

Equally important, we will continue to **enhance opportunities** to help team members obtain the skills and experiences they need to advance their careers. In this way, NTT DATA will constantly increase our ability to address the most pressing challenges facing our clients and the world.

Thank you for your continued support and for joining us on this journey.



Eric Clark
CEO, NTT DATA North America



Together, we rise

We believe that innovation is fueled by a high-powered, diverse workforce. Learn more about our continued focus to provide our employees with the resources and opportunities they need to feel empowered to be their authentic selves and find success.

[Visit our website](#)



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Visit us.nttdata.com to learn more.

NTT DATA is a trusted global innovator of business and technology services, helping clients innovate, optimize and transform for success. As a Global Top Employer, we have diverse experts in more than 50 countries and a robust partner ecosystem. NTT DATA is part of NTT Group.

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