

9 Human Resources and Labor Practices

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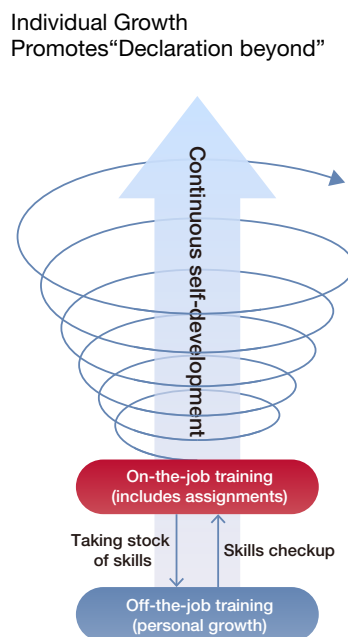


Win-d Start training

DOCOMO respects diversity in its myriad forms—diversity Employment and Compensation of gender, age, nationality and values. We strive to create a corporate culture in which all employees can feel comfortable and secure in their jobs and demonstrate their aptitude regardless of their diverse attributes.

Human Resources Strategy

Under our “Declaration beyond” Medium-term Strategy to 2020, we are working with business partners to exceed customer expectations toward our goal of providing surprise and excitement to customers and co-creating new value with them. In order to ensure the achievement of the declaration, we must develop a working environment in which each of our diverse employees can grow and be active. DOCOMO will strive to enhance its human resource development programs to bring out the abilities of each individual by promoting its personnel system and employee development system as an integrated whole.



Employment and Compensation

Basic Policies and Philosophy

DOCOMO incorporates its human resource strategy into personnel systems and works 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.

We strive to treat our employees fairly through the provision of equal opportunities and equal compensation while engaging in employment practices that involve assessing only the characteristics we deem reasonable, such as personal ability, aptitude or accomplishments.* We do not treat one employee different from another in regard to promotions, compensation, training and the like. We do, however, disseminate through our official site messages related to our philosophy on respecting both employees and our recruitment practices. Furthermore, we are aware not only of the importance of complying with the legal minimum wage but also that of paying sufficient living wages so that employees and their families can afford a decent standard of living. Our current average salary is 455% of the minimum wage in their respective regions.

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

 **Respecting Employees (in Japanese only)**

Human Resource Management System

Respecting Individual Capabilities and Promoting Employees of Diverse Nationalities

DOCOMO is committed to hiring people for their skills and abilities, not their nationality. Our hiring process is based on the principles of “Declaration beyond,” and in fiscal 2019 we hired five new foreign-national graduates, who are now pursuing careers at the Company, in Japan and overseas, including in the Global Business Division, the Research and Development Division and the Corporate Sales and Marketing Division. Our medium-term target for supporting women’s careers is to retain the ratio of female hires among new graduates at 30% or more, and we are currently meeting that goal.



Ratio of female hires among new graduates for fiscal 2019

34.6%

Appropriate Performance Assessments

The purpose of assessing employee performance is to develop skills and increase motivation to ultimately enhance corporate performance.

All DOCOMO employees are evaluated on their performance and career development twice a year. To ensure fairness, assessments are conducted in three stages by several people, including primary and secondary evaluators and a coordinator. Organizational objectives are broken down into individual goals, on which we base our assessments of each employee’s performance. Assessments involve interviews on setting goals, progress reviews, discussions on achievements and the

evaluations of results as well as feedback to produce a comprehensive appraisal and examination of overall performance. Additionally, any employee who disagrees with their assessment can submit an objection to the Human Resources Management Department through the consultation desk of each organization.

Multidimensional Performance Appraisals Give Managers Insight

Once a year, managers of all areas, including departments, offices, branches and other sections, engage in self-evaluations as well as reviews by supervisors, colleagues and subordinates by way of 360-degree assessment.

Multifaceted assessments particularly address management competencies such as developing a vision, coaching and demonstrating leadership. Evaluation results are conveyed to the managers and their supervisors and serve to highlight any discrepancies between self-perceptions and the perceptions of others. This is done through qualitative evaluations in the form of advice from others on strengths and areas requiring attention and quantitative evaluations based on performance ratings. The program is intended to raise awareness and hone managerial skills by encouraging managers to develop a deeper insight into the attitudes and behavior expected of them and make continuous improvements with clear goals. We will continue to cultivate an environment that encourages employees to be open and humble in respect to the evaluations and opinions of those around them.

Strategic Recruiting and Development of Human Resources

DOCOMO established its Senior Professional system in April 2019. In order to create new business, we will hire human resources with prominent expertise in specific areas such as AI and digital marketing for the smart life business (a DOCOMO business domain that deals with content and lifestyle services) and R&D. We will also secure human resources capable of

leading in the Company's growth areas, mainly from the external human resource market. These employees will be offered remuneration commensurate with their market value.

In addition, to develop human resources with high levels of expertise, we established the Junior Professional system in fiscal 2018 to certify human resources who demonstrate expertise in a specific field or type of job, from among the current rank-and-file employees. Employees certified as a Junior Professional will continue their career to become specialists in their fields, and those who demonstrate a higher level of expertise will be offered a different compensation plan and certified as a Senior Professional. This program is intended to foster internal Senior Professionals, and fields that will implement it will be selected in accordance with our medium-term strategy and will be reviewed side by side with future management policies.

Looking ahead, we will increase the number of personnel working under the program.



Hiring and Certifying Specialized Personnel

Senior Professional

6 (as of April 2020)

Junior Professional

About 100 (total)

Establishment of the Senior Professional System

Human resources necessary to create new business

Senior Professional (SP) Course

By job type

AI specialist
Super creator
UX designer
Strategic alliance

Big data analyst
Digital marketer
Web/app engineer

By business field

Entertainment
Medical/health
Finance/payment
Lifestyle

Employee satisfaction

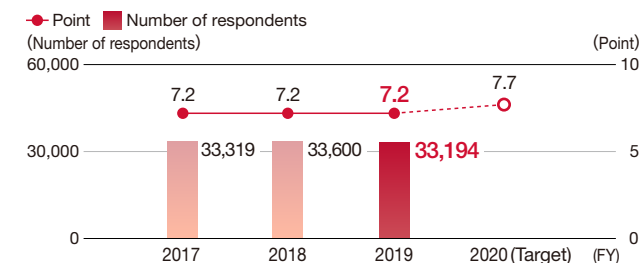
DOCOMO conducts an employee attitude survey every year to understand the state of the workplace as well as employee awareness, or job satisfaction, and to identify current issues. Since 2017, we have been improving details of the survey as necessary by reviewing the questions and answer scale on the survey form, increasing the number of questions regarding job satisfaction and comfortable working environment and others to allow for attribution analysis.

We consider a decline in the results for job satisfaction and/or comfortable working environment as a risk and strive to make improvements by visualizing each employee's relative satisfaction/dissatisfaction through the survey and performing attribution analysis on an organizational basis, such as at the level of Group, company, or company group. We respect LGBT respondents by including an "other/no answer" option to the gender question in the questionnaire in addition to the "male" and "female" options.

Overview of Employee Attitude Survey

| | |
|-----------|--|
| Frequency | Annually (conducted in October of fiscal 2019) |
| Target | Covers all employees at DOCOMO Group and its 12 shared services subsidiaries |
| Method | Questionnaire via the Internet in general (10-point scale) |

Job Satisfaction Results and Target for FY2020 (on a 10-Point Scale)



Human Resource Development

Basic Policies and Philosophy

To further strengthen the development of human resources who will implement “Declaration beyond” Medium-term Strategy to 2020, DOCOMO has defined competencies and development plans required for employees in line with our business policies and the Medium-term Strategy.

The DOCOMO Group depends on diverse human resources to strengthen its customer base and realize a transformation that creates new value for customers. As our business domain expands, the required competencies will differ depending on the work and role. We will therefore develop each employee with an emphasis on their individuality and, to that end, are implementing the following four initiatives.

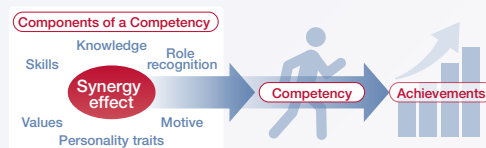
(1) Introducing Talent Management

Talent management is a process for implementing the strategic personnel measures and human capital development by organizing and using employee information, such as about their skills and experiences. We started using a talent management system in April 2020.

(2) Establishing a Competency-Centered Development System

To strengthen the development of human resources who will implement “Declaration beyond” Medium-term Strategy to 2020, in fiscal 2017 DOCOMO has defined competencies required for employees to realize its business policies and the Medium-term Strategy.

Competency refers to behaviors such as feeling, thinking, saying and doing resulting from the interaction of components including skills, knowledge and role recognition. Competencies have levels, and a higher level of competency leads to higher results. Demonstrating high competency means that a high level of behavior is consistently presented during daily operations. Demonstrating higher competency requires developing the ability to approach the components of competency (skills, knowledge, role recognition, values, personality traits, and motives). DOCOMO is working to foster every employee by establishing and applying their individual competency framework.



(3) Effectively Developing Specialized Skills

Visualizing in the specialized skills required in each workplace enables more efficient and effective development. We will define the skills through this approach in each workplace and establish a relevant development system.

(4) Enhancing Manager Ability to Develop Employees

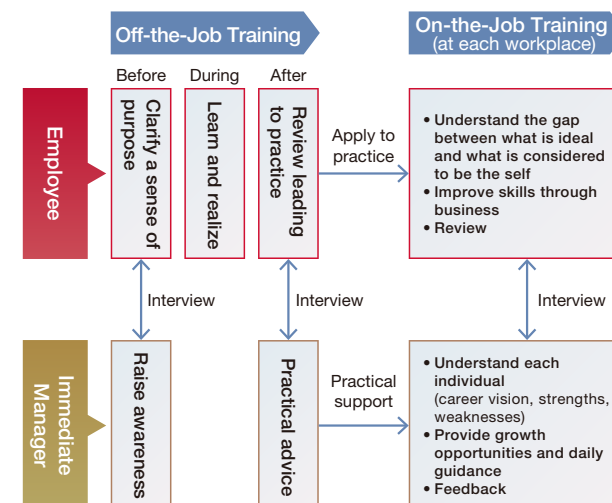
Being conscious of competency development during actual operations is essential for employees to grow. Therefore, a manager's support and feedback to subordinate is the key to development. We will help develop our employees' competencies in each workplace.

Human Resource Development Management

In employee education, we emphasize a PDCA cycle that begins with learning and understanding through training and is followed by practice and review. We conduct follow-up activities both before and after all of our training programs to maximize the impact of the training and create an environment where employees can apply what they have learned at their respective worksites. At the same time, by reinforcing the link between Group-based training and on-the-job training, we will appropriately evaluate the attitudes and behavior of employees and encourage further development of individuals by supporting them in enhancing their performance as well as realizing their dreams.

With regard to the development of new employees, in particular, we carry out training programs based on length of service until the third year. We do this with the intention of increasing motivation and developing human resources capable of continuously providing new value.

Link between Off-the-Job Training and On-the-Job Training



Programs in Support of the Development of Various Abilities

We promote medium- to long-term development of human resources through programs designed to support ability development that follow the career path of each employee while also paying due consideration to individual aptitudes. In order to respond to the increasingly diverse and sophisticated needs of customers, we designed training programs for specific purposes, such as training that are suited to each career level, training to develop specific areas of expertise and elective training programs. We review these programs and work to enhance them as necessary.

Main Review of Programs in Support of the Development of Various Abilities

- Fiscal 2015: integrated the training framework to create an efficient system for organizing the training
- Fiscal 2017: reinforced our development programs and curriculums to accommodate the required employee competencies

System for Supporting Self-Development

We have offered various programs to support the self-development of each employee under a unified menu for the DOCOMO Group. To support each employee in building their skills, we have established an environment that allows them to challenge each program at their own pace.

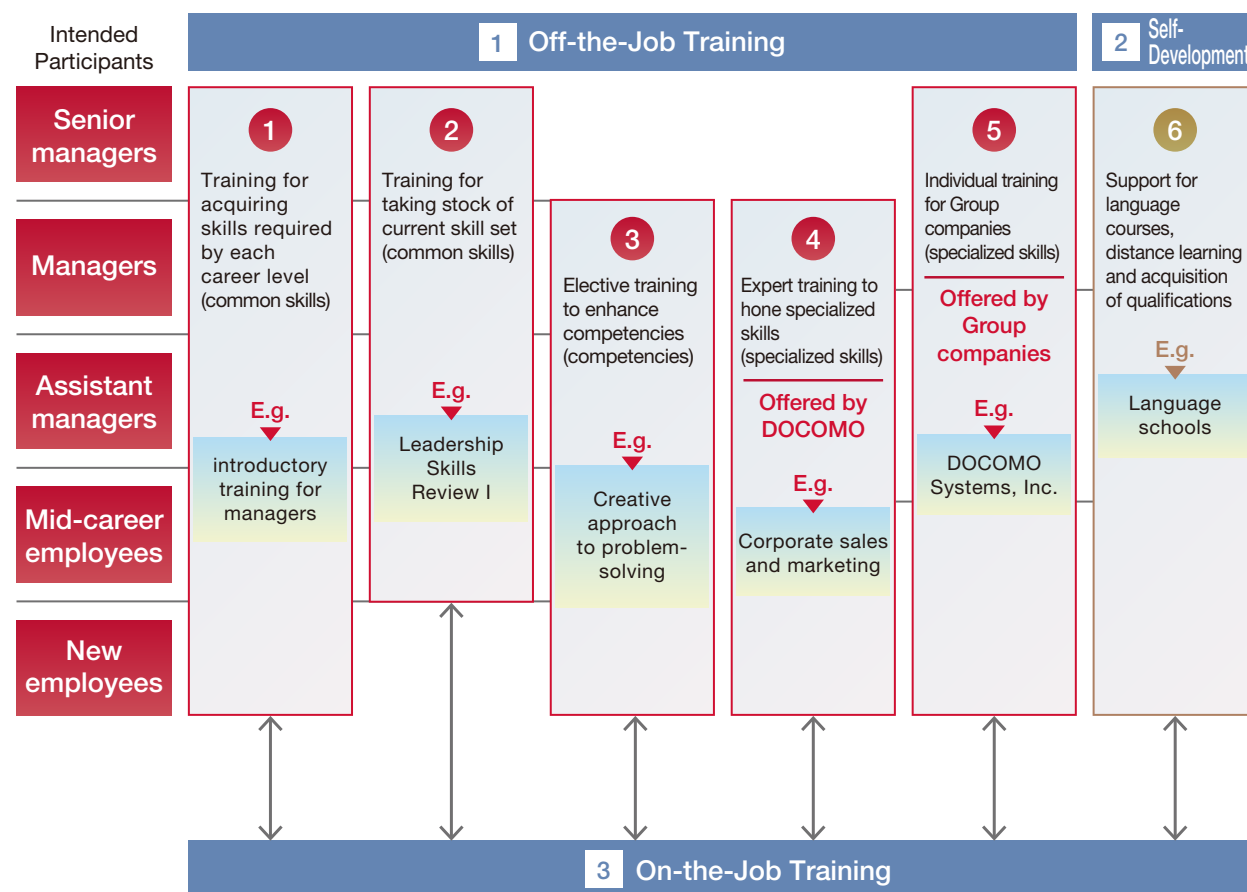
In fiscal 2019, approximately 1,800 employees who used the support program acquired private and public qualifications.

Support Program Examples

Support for acquisition of qualifications (approx. 140 qualifications), distance learning programs (approx. 700 courses), language skill check support, and semi-annual subsidies for language school tuitions

Business Skill Development Programs

From the DOCOMO Group's unified menu, we offer six categories of training and self-development programs based on career position and level of participant.



Implementation of Major Business Skill Development Programs

| Description of Program | Outline and Purpose | Participants (Approximate) |
|---|--|----------------------------|
| 1. Training for acquiring skills required by each career level | Training intended for new employees, newly appointed senior managers, managers and assistant managers as well as for newly enrolled area-limited employees, aimed at acquiring necessary skills. | 1,700 |
| 2. Training for taking stock of current skill set | Training aimed at gauging the current level of acquired skills. | 2,000 |
| 3. Elective training to hone business skills required by each career level | Varied training courses that cater to individual skill needs and skills required by each career level. Participants attend the courses of their choice. | 1,800 |
| 4. Expert training to hone specialized skills | Training aimed at acquiring specialized skills required by each area of operations. | 1,900 |
| 5. Support for self-development (support for language courses, distance learning acquisition of qualifications) | Support for language courses, acquisition of qualifications, distance learning and other programs aimed at supporting self-initiated ability development. | 3,500 |

(FY2019)

Implementation of Employee Training

| Category | FY2016 | FY2017 | FY2018 | FY2019 |
|---|--------|--------|--------|--------|
| Number of training programs | 1,095 | 1,715 | 1,240 | 1,175 |
| Cost of training per person (ten thousand yen/person) | 7.1 | 10.3 | 12.2 | 12.7 |
| Hours of training per person (approximate) | 30 | 37 | 37 | 40 |

* Figures are shown for 13 companies, including service subsidiaries.

Providing Opportunities to Support Employee Motivation through a Job Posting System

DOCOMO posts jobs internally to provide opportunities for ambitious employees. 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. In fiscal 2019, we recruited for 32 posts, and currently 14 employees are working in their department of choice.

Dispatching Employees to Companies in Different Industries and Participation in Joint Training

In April 2016, we launched the DOCOMO Degeiko Project (on-the-job training at companies in different industries). Under the main theme of co-creating new value through cocreation with partner companies, employees are dispatched to companies in different industries for a year in principle and are given an opportunity to acquire forward-looking, cutting-edge skills such as the utilizing of big data and IoT.

Thirty employees have been dispatched so far and are sharing their new perspectives and skills through the inhouse system and at meetings for reporting on their activities. We will expand these opportunities to strengthen our human resource development.

DOCOMO also encourages employees to participate in joint training among several companies from different industries. Such training not only offers opportunities for learning about the distinct culture and thinking of each company; it also offers valuable opportunities for employees to engage in friendly rivalry while exchanging information. In fiscal 2019, a total of 51 employees participated in eight types of joint training.

Employee Development Program for Generating Innovation

DOCOMO has been continuously offering a practical development program within R&D Innovation Division since 2015 to bolster the generation of fresh ideas that serve as the basis of new products and services.

Program's main structure

- ▶ Seek applications from employees who wish to take part in generating new services
- ▶ Organize teams
- ▶ Hold a boot camp to provide an overview of the program
- ▶ Invite an external lecturer to learn about the methods and basic knowledge that are necessary for creating services
- ▶ Conduct interviews with target users

* DOCOMO supports development by each team according to their respective status of progress.

DOCOMO will continue to seek to provide new value for society with a sense of speed by continuing to focus its efforts on developing human resources that can consistently generate innovation.

Developing Specialized Human Resources in Areas Such As AI, IoT, and Drones

After launching AI research in 1999, DOCOMO has continued to develop many human resources in this area. Securing human resources in fields such as AI, data analysis, and digital marketing is a business concern that needs to be addressed in order to expand business domains and create businesses. Relevant initiatives under way are summarized as follows.

Program's main structure

- ▶ Increase the number of new graduate hires and quickly train them, strengthen mid-career hires
- ▶ Strengthen in-house human resource development through training programs and on-the job training at each department
 - Training programs for mindset development using data by organization and rank, such as new employees and younger employees
 - docomo×Tableau Ambassador Academy develops core human resources capable of conducting data analysis using BI* tools and of fostering human resources
- ▶ Establish a personnel system to secure highly specialized human resource and encourage career development in each employee's area of expertise ()
- ▶ Mutually exploit DOCOMO's big data and that of partner companies to gain experience on resolving actual issues in practice

* Business Intelligence is a process for collecting and gathering actionable information in the company to improve management decisions.

Development of Global Human Resources

We are conducting more practical programs to respond to the globalized needs of our domestic operations, such as product development with overseas vendors and cooperation and negotiation with “over-the-top” players. Moreover, we are convening exchange gatherings for employees to boost their motivation.

| | Programs | Overview |
|--------------------------|---|--|
| Enhance practical skills | Overseas study | Enrollment in MBA/LLM courses at top schools (1 to 2 years) |
| | Global OJT | Work experience at overseas subsidiaries and local affiliates (6 months to 1 year) |
| | Skill check (TOEIC SW, Versant, TOEFL) | Encourage assessment of speaking and writing skills that cannot be measured by TOEIC, to attain more advanced and practical English proficiency |
| Enhance language skills | Support for attending language schools | Support the mastery of skills needed for day-to-day conversation and business conversation |
| | Skill check (TOEIC LR) | Encourage mastery of basic skills by measuring listening and reading skills |
| | Distance language learning | Provide self-learning opportunities for listening skills, business English, preparation for TOEIC |
| | Financial incentives for acquiring qualifications | Provide financial incentives according to TOEIC score |
| | Guidance on study methods | Provide information on recommended study methods, textbooks and apps via the inhouse system to encourage a sustained effort |
| Enhance mindset | Exchange meetings | Raise the motivation of employees seeking international careers by providing opportunities to meet employees through overseas study or Global OJT experience and those working at overseas sites |

Overseas Study

DOCOMO seeks to develop human resources suitable for global careers by providing an overseas study program in which employees with over four years of experience are enrolled in coursework offered by overseas graduate schools of business (MBA) for one to two years. We plan to continue offering the program while closely observing the business environment and social circumstances.

Global OJT

We provide a Global OJT program in which employees with over four years of experience are dispatched overseas. Participants are sent to overseas local affiliates, subsidiaries, investee companies and corporate partners to improve negotiating skills with overseas vendors, who have become increasingly important.

In addition to developing foreign language skills, the program is intended to nurture business skills, 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 offers an opportunity to gain valuable experience that cannot be obtained in Japan.

Number of Employees Dispatched Overseas in FY2019

| | |
|----------------|-------------------------------------|
| Overseas study | 7 (1–2 years) |
| Global OJT | 5 (to different overseas companies) |

DOCOMO Workstyle Reform

DOCOMO seeks to resolve various issues at workplaces by promoting the DOCOMO Workstyle Reform based on three frameworks since fiscal 2017 to ensure that everyone can work energetically at DOCOMO.

Basic Policies and Philosophy

To realize workstyles that promote autonomy and a passion in each employee with an eye toward enhancing productivity and providing new value, DOCOMO is making an effort based on the three pillars of diversity management, workstyle choices, and health and productivity management.

Efforts for DOCOMO Workstyle Reform

DOCOMO strives to implement reform based on three frameworks to achieve workstyles that promote autonomy and passion.

Three Frameworks of DOCOMO Workstyle Reform

Realizing Workstyles that Promote Autonomy and a Passion for Taking on New Challenges

1 Diversity Management



Platinum Kurumin certification



Eruboshi certification (grade 3)



Gold rating and Best Practice Company in the PRIDE Index (LGBT)

2 Workstyle Choices



Top Hundred Telework Pioneers and Minister for Internal Affairs and Communications' Award



Five-star rating in the NIKKEI Smart Work Survey

3 Health and Productivity Management



White 500 Recognition for Excellence in Health and Productivity Management 2020

Specific Initiatives for Workstyle Reform (Priority Issues)

| | Pillars of the Initiatives | Keywords for Action | Description of Activities |
|------------------------------------|--------------------------------|--|--|
| Diversity Management | Nurture awareness of diversity | Mutual understanding and creative thinking | <ul style="list-style-type: none"> Communicating the top commitment (dispatch of message) docomo EVERYDAY (intranet with messages from the head of the Diversity Promotion Office and introductions of employees from different departments) Distribute awareness survey to all employees Activities of the Diversity Promotion Working Group to support the activities of a diverse workforce (persons with disabilities, LGBT allies, foreign nationals and collaboration with various mom and dad communities) Diversity training for specific career level (managers upon appointment) Promoting hiring of persons with disabilities Understanding and promoting diversity for persons with disabilities and LGBT, foreign nationals and other employees (web-based training) Hold seminars and training based on the theme "unconscious bias" |
| | Promote women's careers | Raise awareness of career development | <ul style="list-style-type: none"> Set and disclose numerical targets for female management, monitor progress Win-d activities (for setting a role model for female employees) (women's innovative network at DOCOMO) <ol style="list-style-type: none"> Win-d First (new employees) Win-d Start (mid-career employees) Win-d Next (managers) Career development training for female employees Diversity Forum (for managers, new employees and students) Reinforce training of managers already in positions |
| Workstyle Choices | Promote 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) <ol style="list-style-type: none"> Interviews prior to maternity and childcare leaves and interviews prior to and after reinstatement Forum for employees on childcare leave Seminars to support employees balancing work with parenthood (immediate manager and employee following reinstatement) Family Day (workplace visits by family members) Seminars to support employees balancing work with nursing care Tools for supporting employees in balancing work with nursing care Promotion of male participation in childcare (encouraging male employees to take childcare leave) |
| | Utilize systems | Effective operation | <ul style="list-style-type: none"> Consideration for versatile workstyles that enhance productivity and efficiency <ol style="list-style-type: none"> Promote Work from Home Program Apply the flex-time systems at more organizations Implement 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 |
| Health and Productivity Management | Maintain and promote health | Raise awareness of health | <ul style="list-style-type: none"> Promote occupational health and safety Mental healthcare <ol style="list-style-type: none"> Self-care training for all employees Conduct stress checks for improvements in the workplace environment Internal competition for the most steps walked (DOCOMO Let's Walk Campaign) Health promotion seminars |

Promoting Diversity Management

Basic Policies and Philosophy

DOCOMO accepts differences in race, nationality, gender (including gender identity and sexual orientation), time constraints, physical or mental disability, diverse professional abilities and values and promotes diversity management to maximize the abilities of each individual employee. We aspire to achieve sustainable corporate growth by paying respect to positive heterogeneity and use that growth to provide new value.

Promoting Diversity Management

Seeking to continue providing attractive value for customers by meeting diversified market needs and keeping ahead of the curve in a fast-changing competitive environment, DOCOMO will consistently pursue diversity management that respects the diverse value and positive heterogeneity of our workforce and ensures that they will firmly take root as our corporate culture and derive our corporate strength therefrom.

Diversity Management System

In July 2006, we established the Diversity Development Office as a dedicated organization and have been working on establishing diversity, empowering women, helping employees balance work with childcare and nursing care and raising awareness of diversity.

We carry out initiatives to create a culture that will naturally perceive diversity and inclusion while strengthening cooperation among diversity promotion managers of branch offices and Group companies nationwide.

Nurturing Diversity Awareness

To encourage a greater understanding of diversity, DOCOMO has been pursuing various efforts such as creating initiatives for promoting women's careers (). Using the key phrases "deeper understanding of diversity" and "high quality working styles," we will work toward our goal of becoming a company that harnesses the power of its diverse workforce to continuously provide new value to society.

Initiatives for LGBT and Sexual Minorities

In April 2016, the NTT Group clearly expressed the following.

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 in which diversity is embraced, motivation to maximize each employee's ability is strengthened, and an effective workstyle is facilitated.

In addition, we have been making progress in maintaining and applying programs related to important life events, such as providing benefits as a family allowance and childcare and nursing care leave to employees with same-sex partners and whose relationship is socially regarded as the same as that of a married couple or accepting the use of byname within the Company by transgender individuals.

At DOCOMO, we have been organizing training for managers and web-based training for all employees toward establishing a working environment in which LGBT employees can be themselves and work with vigor.

In terms of services for our customers, we apply family discounts to same-sex partners and intend to continue promoting understanding of sexual minorities.



DOCOMO Receives Gold Rating in the PRIDE Index

The PRIDE Index is a framework for evaluating corporate initiatives related to LGBT* and sexual minorities. DOCOMO received "Gold," the highest rating, in October 2019 for the fourth consecutive year.

In 2017, we were also selected as the "Best Practice" company in the Index E (Engagement/Empowerment: Social Contributions and Public Relations Activities) category. This was due to our activities that were highly commended or considered unique by the PRIDE Index Administration Committee.



* Lesbian, gay, bisexual and transgender

Index E: Engagement/Empowerment

In fiscal 2016, DOCOMO broadcasted a television commercial entitled "For ONEs" in which we called on the viewers to realize that 1 in every 13 people in Japan is a sexual minority. We also showed it on our website, so the impact of having it there and on television produced a knock-on effect allowing for the message to be widely recognized, and this is what led to our being selected as a Best Practice Company.

In addition to our web-based training and LGBT ally community* activities offered to all employees, expansion of our activities to communities such as cosponsoring and participating in LGBT events in Tokyo and the Kansai area also received recognition.

* A voluntary community within DOCOMO that is organized to support sexual minorities such as LGBTs and extend the circle of support both within the Company and externally.

Focus on Expanding Employment Opportunities for People with Disabilities

DOCOMO proactively hires persons with disabilities with the intention of diversifying its human resources to create new value.

DOCOMO PlusHearty, Inc., a special purpose company that cleans office buildings, maintains a high retention rate by providing learning support and guidance to improve the physical functions of employees.



Employment ratio of people with disabilities

2.48%
(As of June 1, 2020)

* Includes employees at special purpose subsidiaries DOCOMO CS, Inc., DOCOMO CS Hokkaido Inc., DOCOMO CS Tohoku, Inc., DOCOMO CS Tokai, Inc., DOCOMO CS Hokuriku, Inc., DOCOMO CS Kansai, Inc., DOCOMO CS Chugoku, Inc., DOCOMO CS Shikoku Inc., DOCOMO CS Kyushu, Inc., DOCOMO PlusHearty, Inc., DOCOMO Support Inc., DOCOMO Systems, Inc., DOCOMO Technology, Inc., MAGASEEK, Business Expert Inc. and eEngineering Inc., as well as employees on loan.

Promoting Women's Careers

Among all of our diversity-related efforts, we have 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 7.5% by the end of fiscal 2020.

Female Employees in Managerial Positions

| | FY2016 | | FY2017 | | FY2018 | | FY2019 | |
|--------|--------|-------|--------|-------|--------|-------|--------|-------|
| Male | 3,873 | 95.6% | 4,013 | 94.7% | 3,926 | 94.1% | 3,851 | 93.1% |
| Female | 178 | 4.4% | 224 | 5.3% | 247 | 5.9% | 287 | 6.9% |

Annual Number of New Managerial Appointments and Female Managers

| | FY2016 | | FY2017 | | FY2018 | | FY2019 | |
|--------|--------|-------|--------|-------|--------|-------|--------|-------|
| Male | 237 | 88.4% | 210 | 81.1% | 249 | 89.2% | 256 | 84.8% |
| Female | 31 | 11.6% | 49 | 18.9% | 30 | 10.8% | 46 | 15.2% |

Support for Women's Career Development (Promoting Women's Careers)

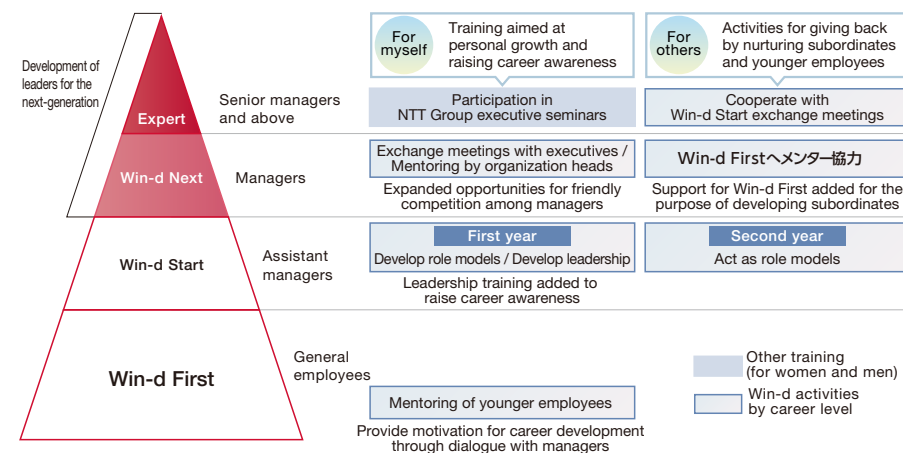
At DOCOMO we are accelerating our drive to promote successful careers for women, raise their awareness of career development, and develop an environment in which they can fully demonstrate their abilities. Relevant activities include the Win-d* framework created in 2006 to provide support for the professional development of women at each stage of their career ().

We set up Win-d Next for female senior managers in fiscal 2015 and Win-d First for younger employees in fiscal 2016 as an ongoing effort 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. We did this by 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.

* Women's innovation network at DOCOMO (programs for promoting the careers of female managers)

Win-d Activities by Career Level



Activities by Win-d Members



Win-d First mentoring training



Win-d Start training



Meeting with directors during Win-d Next



Follow-up training on Win-d Subordinate Development training

Workstyle Choices

Basic Policies and Philosophy

DOCOMO is seeking to enhance productivity by taking gradual steps to expand the workstyle choices that it offers its employees. These are centered on initiatives for balancing work and parenting as well as on promoting diverse workstyles.

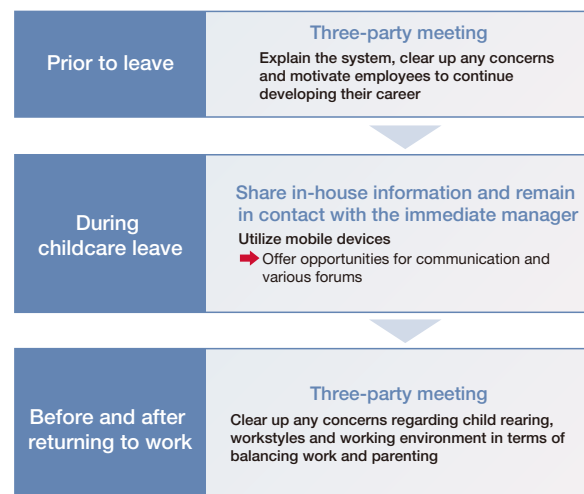
Promoting the Work-Life Balance

Balancing Work with Childcare

DOCOMO aspires to be a company and workplace where employees with children can demonstrate their maximum performance within a limited period of time and continue working with vigor. To that end, we are creating programs and frameworks that allow employees to pursue versatile workstyles while also seeking to change the perception of how we work and take vacations, which is the most important part of the reforms.

One of these programs is the docomo Smile Relay, which aims to enable women returning from childcare leave to develop successful careers by helping them maintain contact with the workplace while on childcare leave. It also supports them in continuing their careers after they return. In addition to holding three-party meetings between the employee, her immediate manager and the Diversity Development Office, we provide support for maintaining a connection with the workplace by sharing in-house information during childcare leave. Our support for workstyles and career development for employees after they return to work begins from the point before maternity leave and is offered at every step of the way, throughout the period on childcare leave and immediately before and after returning to work.

Docomo Smile Relay



Family Day

Since 2010, DOCOMO has been holding Family Day, when family members of employees visit the Company as part of an effort to strengthen their relationship with the workplace by reconfirming a sense of mutual gratitude felt among the employees, their relatives and coworkers. Every year during summer vacation, the family members of DOCOMO Group employees are invited to Family Day. This includes visits to workplaces as well as an area that offers firsthand experiences of DOCOMO products and projects, smartphones and mobile phone safety classes, and tours of showrooms, mobile base stations, R&D facilities and other areas of interest. The event has not only instilled a deeper understanding among family members of the work being done at DOCOMO; it has also promoted the balancing of work with parenting. Moreover, it has significantly benefited efforts to create a comfortable

workplace environment through direct communication between employee supervisors, colleagues and family members. In fiscal 2019, we added an element of understanding diverse work styles to the event and called it “NEO Family Day” to provide an opportunity for all employees as well as families with children to enjoy learning.

On August 8 and 9, about 600 families or 1,900 people visited, marking the highest attendance ever.

Encouraging Male Participation in Childcare

To dispel preconceived ideas of gender roles and accelerate initiatives for male participation in childcare and the promotion of the work-life balance, we sought to attain our target of 50% for the ratio of men taking childcare leave and a life planning vacation (for childcare). The result for fiscal 2019 was 44.0%. Activities we offer to encourage male participation in childcare include holding diversity training for younger employees soon after they join the Company in order to nurture an awareness of their life plans including marriage, family planning and careers, and holding lunch meetings and lectures.

Balancing Work with Nursing Care

We regularly hold seminars on nursing care at DOCOMO's regional offices and Group companies as part of our initiatives to promote the balance of work and nursing care. We distribute information on nursing care by posting related contents on our intranet site and publish pamphlets with the aim of supporting nursing care, allowing employees to develop their knowledge in this area while encouraging a deeper understanding across the entire workplace and thereby helping to enhance the workstyles of employees who provide care for family members.

Enhancing the Benefit Programs and Supporting Employee Life Plans

We seek to enhance our benefit programs to make them useful for balancing work and family. Under DOCOMO's benefit system, employees select the programs they need or that best fit their lifestyles from an assortment of benefits. In fiscal 2019, to enhance employee health, we introduced benefits for optional examinations added to a complete medical checkup to subsidize the cost of optional examinations, and the best doctor referral and medical policy proposal (M3PSP), which offers optimal medical care to employees and their families. In addition, we hold seminars and training programs for employees to support their life plans.

| | content | FY2019 Results |
|--------------------------|--|----------------------------------|
| Life Planning Seminar | Life planning seminars are held for new hires and employees nearing retirement. They provide information on the various benefits we offer and help employees plan for life after retirement. | 3 seminars with 567 participants |
| Life Design WEB Learning | This learning program provides basic knowledge about life planning to employees through video and other sources and seeks to motivate employees to think about their life plans and career vision. | Target: all employees |
| Life Design Office | This office provides information and advice to employees on drawing up life plans. | Used by 215 people |

In April 2018, we partnered with company-sponsored nurseries to support employees who return to work early from maternity and childcare leave and to provide a rewarding workplace where they can continue working without missing opportunities to grow.

Systems that Support Versatile Workstyles

As a major aspect of our diversity management, we are seeking to offer more options in working styles in response to the shift to increasingly diverse lifestyles. By introducing programs such as personalized shifts (sliding working hours), regular work hours augmented by early morning shifts (priority work), a flex-time system, and working from home, we have created a working environment where employees can choose from a broad range of options.

In fiscal 2017, we implemented the Selective Course Personnel System, which allows employees to choose their own workstyles, such as limiting the regions to which they can be transferred. The working environment at DOCOMO has been improved so that diverse human resources can demonstrate their individuality and abilities to grow and play an active part in their line of work.

Promoting the Work-Life Balance

In 2008, 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 Kurumin-certified enterprises that are making high-level efforts in their work-life balance support systems and whose employees are actively using them.

In future, we intend to further promote the work-life balance by seeking further enhancements to our system in order to allow employees to choose their workstyles from a wider range of options so that they can make full use of the limited time available to each of them.

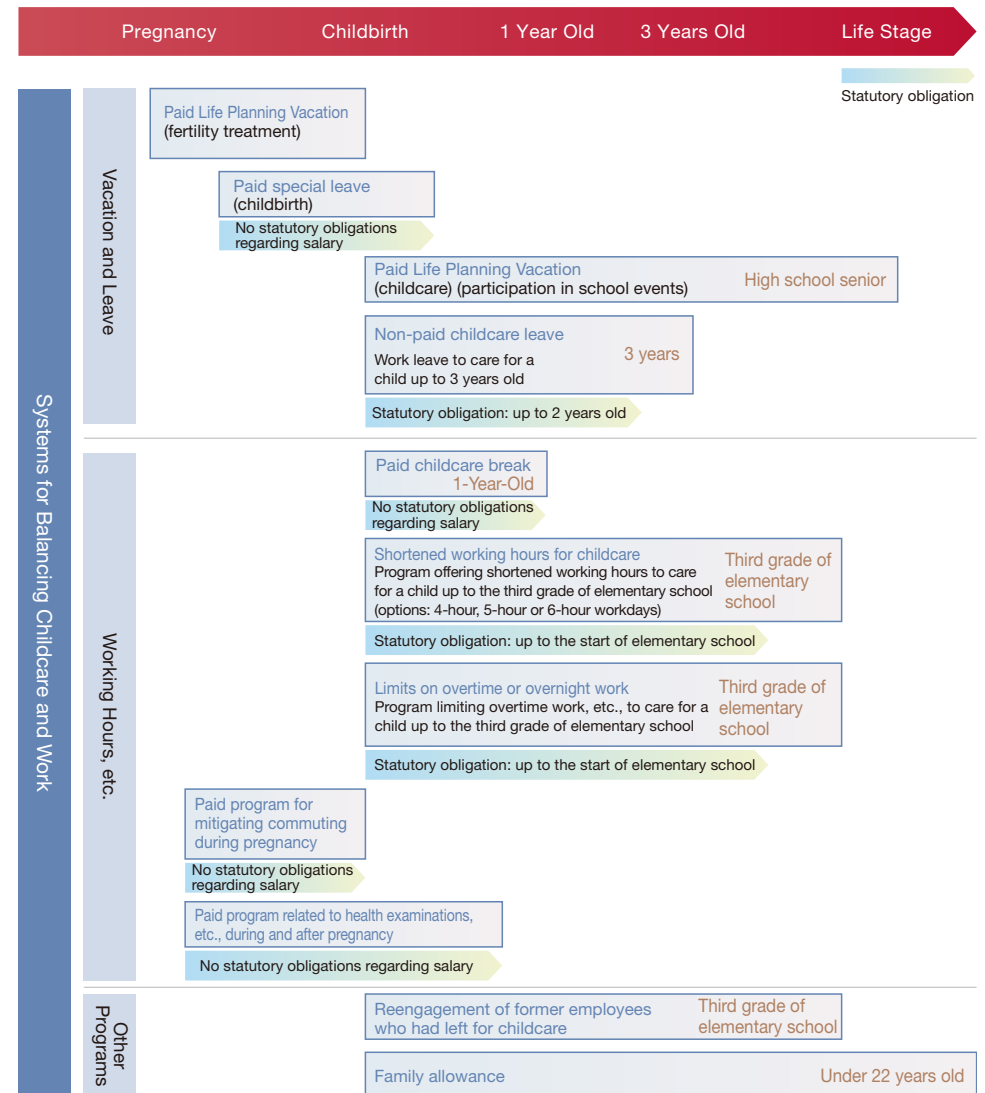
Normalizing Working Hours

DOCOMO has adopted practices such as working from home, setting up satellite offices and applying a flex-time system at more organizations in order to increase work productivity and realize more flexible workstyles that meet the lifestyle of each employee. In addition, by reviewing the cross-organizational operation system and work processes, in fiscal 2019, all DOCOMO Group companies attained the labor-management target set in 2003 for two consecutive years, which aimed to achieve total annual working hours in the range of 1,800 to 1,900 hours. We regularly share information regarding total annual working hours between organizations in an attempt to create awareness of workstyle reform. Furthermore, we regularly hold meetings between labor and management attended by directors and other top management so that they can grasp the actual conditions of employee working hours and exchange ideas. These meetings will help us with our ongoing effort to normalize working hours from the perspective of improving productivity.

In addition, to prevent the spread of COVID-19, all employees, except those who must work at the offices of designated public institutions, have utilized work-style reform measures such as working from home and staggered commuting.

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 | Life planning vacation (care for a family member) | 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, 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 |
| Working from home Program | | Program that allows an employee to temporarily 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 |



Usage of Leaves and Programs (DOCOMO Group, Fiscal 2019)

| | Male Employees | Female Employees | Total |
|---|----------------|------------------|-------|
| Paid vacation days | | | |
| Average number of paid vacation days taken | 19.8 | 17.0 | 18.7 |
| Average percentage of paid vacation days taken* | 98.8% | 85.0% | 92.3% |
| Maternity and childcare leave | | | |
| Maternity leave | 144 | 277 | 421 |
| Childcare leave | 68 | 597 | 665 |
| Shortened working hours for childcare | 13 | 850 | 863 |
| Sliding working hours for childcare | 15 | 126 | 141 |
| Nursing care | | | |
| Nursing care leave | 11 | 12 | 23 |
| Short-term leave for nursing care | 26 | 29 | 55 |
| Shortened working hours for nursing care | 8 | 8 | 16 |
| Sliding working hours for nursing care | 1 | 4 | 5 |
| Life Planning Vacation | | | |
| Childcare | 733 | 362 | 1,095 |
| Nursing care | 990 | 189 | 1,179 |
| Volunteering activities | 213 | 31 | 244 |
| Rehiring program | | | |
| Rehired after childcare leave | 0 | 0 | 0 |
| Rehired after transferring | 0 | 2 | 2 |
| Rehired after nursing care leave | 0 | 0 | 0 |

* The percentage is almost 100% when including employees who used a program to allocate their paid vacation days up to three days a year to their Life Planning Vacation.

Employees Utilizing Versatile Systems (DOCOMO)

| | Number of Employees |
|---------------------------------------|---------------------|
| Flex-time system | Approx. 7,600 |
| Shortened working hours for childcare | 247 |
| Working from Home Program | 7,898 |

Transition from Fixed-Term to Permanent Employment

In April 2014, we introduced to our functional subsidiaries throughout Japan a system of transferring the status of their area-limited employees, who work in areas where they live, from fixed-term employment to permanent employment.

About 4,400 employees became area-limited permanent employees in the six years from fiscal 2014 to fiscal 2019.

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 DOCOMO. A rehiring program for former employees was created to accommodate this desire and effectively utilize the skills and experience previously gained on the job.

The program is open to former employees who have worked for at least three years and left the Company after March 31, 2010 because their partner was transferred or accepted a new position elsewhere, they relocated after getting married, or they wanted to concentrate on caring for children. Two former employees were rehired under the program in fiscal 2019.

Reemployment Program for Post-Retirement Age Workers

DOCOMO's continued employment scheme is to rehire employees over 60 years old and who have reached the mandatory retirement age. The scheme enables these older employees to continue using their extensive experience and

polished skills for the benefit of the Company and society.

Employees who declare their intent to be reemployed at their mandatory retirement age can work until age 65. Under the program, we reemployed 89 of the 103 employees who retired in fiscal 2019.

Pension Plan

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 in view of changes in the public pension program that serves as the pillar of post-retirement income, including raising the age at which pension payments begin. In addition, the increasingly diverse lifestyles of employees require a pension plan that can flexibly respond to their postretirement income needs. We have also sought to minimize the impact of fund management performance on pension financing to ensure a stable, long-term corporate pension program. 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.

Health and Productivity Management

Philosophy and Basic Policies

In light of changes in the environment such as the extension of employment until age 65, 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 when they join the Company until they retire. As such, we expand the scope of our health and productivity management, that is, management to maintain and promote health, to include “prevention” in its current policy of early detection and early treatment of disease.

Our initiatives focus on nurturing health awareness and improving health literacy to maintain and promote mental and physical wellbeing as well as preventative measures such as mental healthcare.

Health and Productivity Management Promotion System

We operate the Health and Productivity Management Work Group, a cross-organizational system to examine and realize the following health-related measures.

Roles of Health and Productivity Management Working Group

- Work as a company to enhance employee health and vigor to increase productivity (Increasing Company profit)
- Address the social issue of increasing healthcare expenditures as a company (Promotion of collaborative health management by insurer and company)
- Widely present and provide advanced examples of ICT-based medical treatment and insurance (Expanding the healthcare business domain)

We will ensure employee mental and physical health and work to increase their enthusiasm and productivity by encouraging employees to develop an even higher level of awareness on health issues, publishing a “Health White Paper,” setting targets for promoting health and productivity management such as KPIs, and monitoring progress on target attainment.

Action Plan for the Health and Productivity Management Group

| | | FY2019 Initiatives | FY2020 Action Plan |
|---------------------|--|---|---|
| Physical Healthcare | (1) Specified healthcare guidance | Conduct remote specified healthcare guidance using ICT at the full scale | Conduct remote specified healthcare guidance using ICT nationwide |
| | | Provide specified healthcare guidance Strict management of employee medical examinations | Provide specified healthcare guidance Strict management of employee medical examinations |
| | (2) Measures against secondhand smoking | Implement no smoking time by enforcing No Smoking Week on a trial basis | Hold a quit smoking seminar |
| | | | Designate a no smoking day |
| | (3) Measures against lifestyle-related disease | Hold the Let's Walk Campaign | Hold the Let's Walk Campaign |
| | | Hold the Women's Health Seminar | Hold the Lifestyle Improvement Seminar |
| Mental Healthcare | | | Hold the Women's Health Seminar |
| | | Conduct a stress check for all employees | Conduct a stress check for all employees |
| | | Mental health self-care training for all employees | <ul style="list-style-type: none"> • Mental health self-care web-based training for all employees • Mental health line care web-based training for all managers |
| | | Mental health seminars for new general managers | Distribute EAP referral cards for transferred personnel |
| | | | Mental health training for new general managers |
| Other Initiatives | | Test on mental health management for general managers | Test on mental health management for general managers |
| | | <ul style="list-style-type: none"> • Increase the age range for a core medical checkup and a core brain scan • Increase the age range for cervical cancer screening • Introduce a subsidy for an optional checkup in DOCOMO's benefit system | Receive Recognition for Excellence in Health and Productivity Management 2021 |
| | | Publish a Health White Paper | Publish a Health White Paper |
| | | Increase the number of registrants to Health Portal Navi | <ul style="list-style-type: none"> • Conduct a trial of genome medical examination • Introduce M3PSP |

Mental Healthcare

We provide preventive care based on the “Four Cares” guidelines* proposed by the Ministry of Health, Labour and Welfare. Principal mental healthcare approaches include selfcare, in which employees perform stress checks; “line care,” which consists of various training programs for managers; and care by in-house industrial healthcare staff and related staff. For this final type of care, workplace monitoring and physical exams form a foundation after which follow-ups and interviews, and interviews and guidance sessions are conducted for those working long hours. Also, we have set up an external counseling desk as care provided through services of external Employee Assistance Programs (EAPs). In 2013 we unified our EAP Service to provide the same service to all DOCOMO Group employees in Japan.

In addition to conducting stress checks to promote selfcare by employees, we conduct a group analysis of the results to determine the status of stress in each organization and its causes. The information is relayed to each organization as feedback to be used for improvements in the workplace environment by implementing necessary training and measures. The content and results of the stress checks are handled on a strictly confidential basis to protect employee privacy.

Also, we monitor changes in the number of employees taking leave to deal with mental health issues. In fiscal 2019, the total number of employees in the DOCOMO Group who took leave was 286.

* Guidelines for Promoting Mental Healthcare in Enterprises

 [Guidelines for Promoting Mental Healthcare in Enterprises by the Ministry of Health, Labour and Welfare \(in Japanese only\)](#)

Number of Employees on Leave for Mental Health Reasons (DOCOMO Group)

| | FY2016 | FY2017 | FY2018 | FY2019 |
|--------------------|--------|--------|--------|--------|
| Employees on leave | 185 | 207 | 262 | 286 |

Improving Employee Health

DOCOMO provides regular physical examinations annually for all employees in compliance with Japan's Industrial Safety and Health Act. For employees who have reached a certain age, we provide physical examinations that cover additional checkpoints beyond those legally mandated commensurate with their respective stage in life as well as brain scans. Employees who want a more detailed examination can undergo a complete medical examination partially subsidized by the Company. Industrial healthcare staff provides healthcare guidance with specific detail based on the results of physical examinations, in collaboration with the health insurance association. Furthermore, DOCOMO has been publishing Health White Paper annually since fiscal 2017 with the aim of visualizing the status of its initiatives on health management and the working conditions and health of employees toward considering various measures for improvement.

In addition, to comply with the Health Promotion Act, which was revised in April 2020, we completed our improvements of the environment of all smoking rooms in our head office.

We are also strengthening our initiative to reduce the smoking rate by implementing a monthly No Smoking Day. In 2019 we also implemented No Smoking Time.

We implement the Let's Walk Campaign to promote the wellbeing of DOCOMO Group employees and docomo Shop staff. The campaign utilizes the healthcare services offered by

DOCOMO Healthcare, and employees can deepen their understanding of these services while enjoying participation in the competition. Each workplace implement own promotional plan, thereby boosting their internal communication. About 27,000 employees joined the campaign in fiscal 2019, and approximately 40% of them achieved 5,000 steps a day for 40 days or longer. The top place went to the team that walked an average of 25,000 steps a day.

Poster for the Let's Walk Campaign 2019



In May 2019, we began encouraging healthy behavior related to the conditions in which employees work. We utilized d-healthcare and AI, both of which allowed for stronger efforts to improve employee health.

Moreover, in response to COVID-19, we installed contact-free thermometers in call centers and took other measures for the stringent management of employee health.

Initiatives for Health, Safety and Wellbeing

Information on Mental Health

We conduct stress checks to each employee and give feedback on the results of the organizational analysis to the relevant organization to be used for improving the working environment. Moreover, we share information on overtime with the organization and employees and also hold interviews with employees who work long hours where necessary. We also share information on the current use of flextime and work from- home programs so that diverse human resources can maintain and improve their mental and physical wellbeing. From the standpoint of creating a working environment in which employees can raise their motivation and vigor and continuously develop their careers, we are reviewing our work regulations to offer greater options that meet diverse workstyles and lifestyles.

Mental Health Seminars

We provide mental health seminars for all employees through web-based training and other seminars suited to each career level such as “line care” seminars for newly assigned managers and seminars on physical and mental aspects for new employees. Consultations on health issues with industrial physicians and public health nurses, an EAP-based counseling service, and other follow-up actions are conducted in addition to seminars.

Healthy Workplace Environment

►Ergonomic working environment

Sections of our offices are barrier-free. We measure indoor air quality and conduct workplace inspections by industrial physicians. Also, we have established the Health Management Rules and bylaws that comply with Japan's Industrial Safety and Health Law.

►Lighting

With cooperation from the building management company, we measure the intensity of illumination together when measuring the air environment. The air environment is measured once every two months, both in the morning and in the afternoon. When the results exceed the limit, we investigate the cause and make improvements.

►Noise

With respect to noise caused by construction, any work involving noise levels that exceed the 80-decibel limit, as stipulated by regulations on designated construction work, are conducted on holidays or at night.

►Indoor air quality

With cooperation from the building management company, we measure airflow, carbon dioxide, carbon monoxide and airborne dust together when measuring the air environment. The air environment is measured once every two months, both in the morning and in the afternoon. When the results exceed the limit, we investigate the cause and make improvements.

Example of an initiative

If the measured amount of carbon dioxide exceeds 1,000 ppm, we collaborate with the building management company to take measures such as resetting the air conditioning to increase ventilation. In addition, when the amount of airborne dust, carbon monoxide or airflow exceeds the limit, we make improvements by resetting the air conditioning, adjusting the output from the vent and taking other actions.

►Temperature and humidity

We collaborate with the building management company to measure the temperature and relative humidity when we measure the air environment (air environment measured once every two months, once each in the morning and afternoon). In case the results exceed the limit, we investigate the causes and make improvements.

Example of an initiative

If the level of indoor humidity declines, we make adjustments such as changing the humidity settings to appropriate levels.

Health and Nutrition

We offer periodic health checkups to all employees and a comprehensive health checkup if requested by an employee. Special health checkups equivalent to comprehensive examinations are provided to employees at 30, 35, 40, 45, 50, and 55 years of age.

- DOCOMO manages employee health from business management standpoint and was certified “White 500” Recognition for Excellence in Health and Productivity Management 2019 for three consecutive years.
- We support the purchase of devices for health and fitness such as move bands and body composition monitors.

Flextime Program

We introduced a flextime program to promote flexible workstyles in which employees can choose their daily work hours.

Working from Home Program

We promote flexible and varied workstyles that are not restricted by location or time.

Childcare Facilities and Allowances

We provide programs for supporting the lives of employees, such as family allowances and subsidies for hiring babysitters.

Women's Paid Leave for Childbirth and Childcare (above the Stipulated Limit)

We provide a program in which employees can reserve their unused paid leave as Life Planning Vacations that can be taken for childcare and school events or when a partner gives birth. We also offer special maternity leave for six weeks prior to and eight weeks after childbirth.

Men's Paid Leave for Childbirth and Childcare (above the Stipulated Limit)

We provide a program in which employees can reserve their unused paid leave as Life Planning Vacations that can be taken for childcare, school events or when a partner gives birth.

Efforts to Prevent the Spread of COVID-19

We are making efforts to prevent COVID-19 infection while prioritizing the health and safety of our employees and their families. Our employees are required to manage their health not only through self-management but also through daily communication with their superiors. In this way superiors can keep up with their subordinates' health and take appropriate measures such as recommending healthcare use and taking leave for treatment.

Health and Safety in the Workplace

Basic Policies and Philosophy

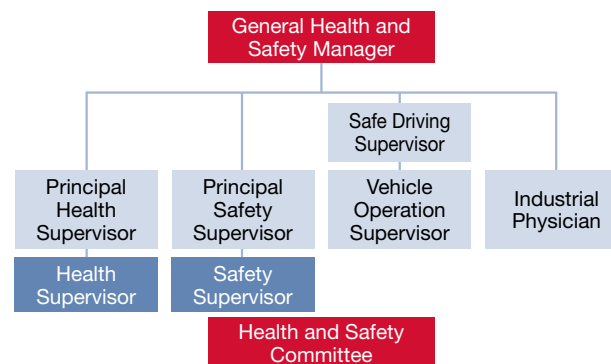
DOCOMO seeks to ensure the safety of employees and others and to facilitate implementation of its operations in accordance with its Safety Management Rules. These rules stipulate that we establish a working environment where industrial accidents are prevented, provide instructions so that employees can safely engage in operations and rigorously carry out inspections and maintenance. We also pay due consideration to managing the health of our employees and have established the Health Management Rules to implement appropriate health management and thereby facilitate our business operations.

Health and Safety Management

DOCOMO has established a health and safety management system at each worksite and appointed a general health and safety manager, who oversees the safety supervisors and health supervisors (health and safety officers at small scale worksites). Safety Committees are set up at worksites having more than 100 staff. Worksite Health Committees with industrial physicians are also in place where there are more than 50 employees.

With respect to specific aspects of operations undertaken at each individual worksite, we ensure that all needs are properly met in accordance with the Ministry of Health, Labour and Welfare regulations, and that we fulfill our obligation to provide physical examinations for all DOCOMO Group employees. We also implement measures for monitoring, managing and reducing long working hours.

Health and Safety Management System



Initiatives for a Healthy and Safe Workplace

Promoting Health and Safety in the Workplace

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

The DOCOMO Group is involved in construction work related to network facility maintenance that is done in high places. Consequently, we conduct operations in compliance with 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.

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

For DOCOMO safety is always the top priority. Our 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; meet 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

Consideration for Employee Health Risk upon Starting New Business

When we launch a new business, we hold talks between labor and management to discuss job details and determine the appropriate number of personnel to be assigned 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 are provided to the employee's workplace.

Safety Management in Maintenance Work for Base Stations

Construction or maintenance work at a base station is associated with a risk of falling during aerial work and electrocution. As a company that outsources construction work to telecom construction firms, the DOCOMO Group strives to fulfill its responsibility of ensuring on-site safety.

In fiscal 2019, there were four serious industrial accidents. In response to the occurrence of such accidents, we investigated and analyzed each set of circumstances, and optimal measures for preventing the recurrence have been formulated and implemented.

Following the revision of Japan's Industrial Safety and Health Act, we considered and created fall prevention equipment in compliance with the new standard with a partner company and manufacturer. We will continue to deploy these in order to ensure greater safety for our workers.

Safety Management within the Group

- Hold the DOCOMO Safety Training program for all DOCOMO Group employees across Japan to enhance safety management skills
 - Build knowledge of hazard prediction exercises, relevant laws and regulations, aerial work exercises, and vehicle features
- 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 over the Past Four Fiscal Years

| | FY2016 | FY2017 | FY2018 | FY2019 |
|------------------------------|--------|--------|--------|--------|
| Serious industrial accidents | 4 | 3 | 3 | 4 |

Labor Relations

Labor Relations in the DOCOMO Group (Japan)

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 in order for it to be built independently and responsibly, and be founded upon trust, and (2) focus on discussion and strive to resolve matters by gaining a mutual understanding and consent. Any conclusion achieved by labor and management on a particular matter should be respected by both groups. Union membership of the 13 DOCOMO companies in Japan is roughly 100%.

Types of Committees and Topics Discussed

- Negotiation Committee (working conditions, etc.)
- Management Council (management policies, etc.)
- Work-Life Balance Committee
(normalizing overtime, promotion of diversity, etc.)

 [Reference: All NTT Workers Union of Japan, Docomo Headquarter](#)

Human Resources Data

Employee Data (DOCOMO)

| | FY2017 | | | FY2018 | | | FY2019 | | |
|--|---------|---------|-----------|---------|---------|-----------|---------|---------|-----------|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| Number of employees (excluding loaned employees) *1 | 6,065 | 1,702 | 7,767 | 6,118 | 1,766 | 7,884 | 6,206 | 1,894 | 8,100 |
| Of the above, number of foreign nationals*1 | 49 | 46 | 95 | 47 | 47 | 94 | 49 | 39 | 88 |
| Employees | | | | | | | | | |
| Average age*1 | 41.1 | 37.3 | 40.2 | 41.0 | 37.5 | 40.2 | 40.9 | 37.5 | 40.1 |
| Average years of continued service (excluding persons seconded to DOCOMO) *1 | 18.1 | 14.6 | 17.3 | 17.9 | 14.7 | 17.2 | 17.6 | 14.5 | 16.9 |
| Average salary (yen)*2 | — | — | 8,737,000 | — | — | 8,720,000 | — | — | 8,704,000 |
| Average total annual hours worked | 1,874.4 | 1,766.7 | 1,849.3 | 1,868.0 | 1,717.4 | 1,827.8 | 1,848.3 | 1,722.4 | 1,812.6 |
| Average overtime hours worked | 237.6 | 153.1 | 217.8 | 233.8 | 159.8 | 215.4 | 240.2 | 172.5 | 220.4 |
| Employment | | | | | | | | | |
| Number of people hired | 192 | 109 | 301 | 272 | 127 | 399 | 398 | 169 | 567 |
| Recent college graduates | 154 | 91 | 245 | 226 | 110 | 336 | 275 | 146 | 421 |
| Of the above, number of foreign nationals | 7 | 4 | 11 | 3 | 3 | 6 | 2 | 3 | 5 |
| Number of mid-career hires | 38 | 18 | 56 | 46 | 17 | 63 | 123 | 23 | 146 |
| Of the above, number of people reengaged | 1 | 4 | 5 | 0 | 3 | 3 | 0 | 2 | 2 |
| Turnover | | | | | | | | | |
| Number of job leavers (only for voluntary termination) | 150 | 36 | 186 | 126 | 40 | 166 | 158 | 36 | 194 |
| Turnover rate (only for voluntary termination) | — | — | 1.37% | — | — | 1.20% | — | — | 1.42% |

*1 As of the end of each fiscal year.

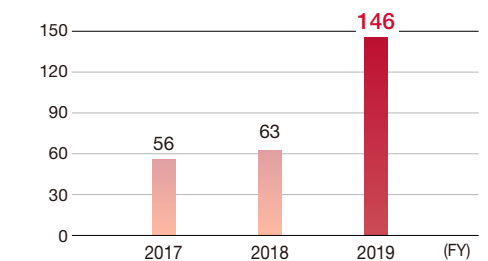
*2 Ratio of average salary to regional minimum wage is 4.5:1. (The regional minimum wage is calculated as follows: 1,013 yen/hour (minimum wage for Tokyo) × 7.5 hours × 21 days × 12 months = 1,914,570 yen.) Since DOCOMO bases its compensation on employee qualifications and rank, amounts of salaries and bonuses do not differ between males and females or by region if employees are at the same level of qualifications or rank.

Starting Salaries (DOCOMO)

| | Monthly Salary (Yen) | Difference from Minimum Wage*2 |
|----------------------------|----------------------|--------------------------------|
| Junior University Graduate | 192,510 | 120.7% |
| Technical College Graduate | 195,060 | 122.3% |
| University Graduate | 219,000 | 137.3% |
| Graduate with an M.A. | 241,060 | 151.1% |
| Graduate with a Ph.D. | 291,100 | 182.5% |

(as of April 1, 2020)

Number of Mid-Career Hires (DOCOMO)



Number of Employees Who Are Citizens of Countries Other than Japan (DOCOMO)

