



# NTT DATA Services: Diversity, Equity and Inclusion Annual Update 2022

Equity in Everything ... Equity for Everyone.

## Where We Stand

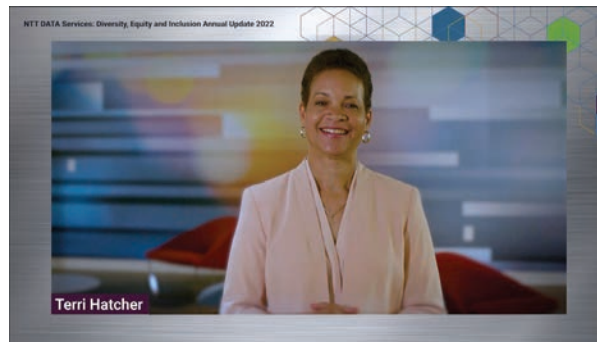
NTT DATA is a global leader in IT and business services, and innovation is at the heart of our business. We believe that innovation is fueled by a high-powered, diverse workforce. We place great importance on creating a work environment **where all team members feel empowered to be their authentic selves**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

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

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

## NTT DATA Services: Diversity, Equity and Inclusion Annual Update 2022

### Our Journey



We're on an intentional journey to continue building and sustaining a diverse, equitable and inclusive work environment. [WATCH THE VIDEO](#)

### Our Commitment



Driving high-level DEI results in a team that makes up over a quarter of our entire organization. [WATCH THE VIDEO](#)

### Our Culture



Experiences of an inclusive culture from emerging talent as they begin their careers. [WATCH THE VIDEO](#)

### Our Path Forward



Our Diversity and Inclusion Council Executive Advisor talks about what's to come in 2022 and beyond. [WATCH THE VIDEO](#)

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## Introduction

What a year! NTT DATA's Office of Diversity, Equity and Inclusion continues to provide education and awareness, while working to improve policies, processes and representation, and ... we had some fun! Team members around the world engaged in events and programs that helped open minds and give new perspectives. They organized a global team to play the Diversity Challenge (a Jeopardy-style trivia game – now that was fun), supported their communities, and used our platforms to share their expertise and experiences in open, honest, and sometimes emotional conversations.

We launched an internal Diversity and Inclusion certification program – the Inclusion Intelligence Certification. In just six months, over 50% of our people managers became certified. We also made diversity & inclusion trainings mandatory for all people managers. The 2022 calendar year opened with the fantastic news that in our first submission, we achieved a rating of 100 on the Human Rights Campaign Corporate Equality Index, receiving the designation of “Best Place to Work for LGBTQ+ Equality!”

Our journey has been exciting, and like many organizations, our focus on Diversity, Equity and Inclusion (DEI) has heightened in recent years as we came face to face with the realities of long-standing systemic racism and inequality in the U.S. and areas across the globe. In the past year, we took the initiative and looked internally at how we could be better, not only for ourselves and our team members but for society.

At NTT DATA, our focus is more intentional. Our leadership makes it clear that DEI is a priority and an unquestionable part of our company culture. We created goals around representation, education and awareness, and employee engagement. Diversity and Inclusion goals were incorporated into our annual business objectives. Our leaders engage in Diversity, Equity and Inclusion events and lead by example in the effort to get their team members Inclusion Intelligence Certified.

As many have heard me say, it takes a village! Leaders cannot do it alone; managers and team members cannot sustain an inclusive culture alone. We must take the journey together. It's not an easy “walk,” as new societal, global health, and resource challenges persist. But our expectations are clear – we are committed to working together to ensure a systemically inclusive culture at NTT DATA and beyond.

We've initiated change and will continue the journey toward equity for all!

*Terri*



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



## Message From Our Chief People Officer

NTT DATA Services employs approximately 50,000 people on six continents. With this global footprint, we have a diverse employee population. Still, we prioritize DEI because we're not yet realizing the full potential of our people, and our demographics do not fully reflect the rich diversity of the communities where we work. Leveraging the full potential of our current and future team members and reflecting our communities are high priorities for the company, so we are working intentionally and diligently to increase diversity and inclusion within our ranks.

Two takeaways will become clear as you read this update: 1) We've made progress, and 2) We're not yet where we want to be. This update reviews our historical DEI efforts, our progress, and our strategies to create a more diverse and stronger future.

We're proud of the processes we've put in place to drive greater Diversity, Equity and inclusion, the improved metrics, the accelerating contributions of multiple Employee Resource Groups, and the way diversity is now top of mind for NTT DATA employees at all levels.

“ We need to maintain our sense of urgency because our DEI program is an important element of our business strategy and a key to the success of team members. ”

For our employees, as you read this update, think about ways you can individually contribute to greater inclusion. And please share your ideas with our Diversity, Equity and Inclusion office.

We're all in this together, and I appreciate your support.



**Dean Williams**  
Chief People Officer

## Mission and Strategy

We began our journey in 2018, when we created the Office of Diversity and Inclusion and appointed our first Chief Diversity and Inclusion Officer. In the first couple of years, our goals were to increase our global representation of women in our workforce, educate our employees on Unconscious Bias, and formalize and expand our Employee Resource Group (ERG) program.

Like many companies, we saw marginal success and movement in our efforts to educate and engage our employees. In 2020, we witnessed several race-related incidents, which underscored the urgency and importance of diversity and inclusion to our workplace. Those events sparked a renewed commitment to creating and sustaining a diverse, equitable and inclusive environment.



### Build

We created and continue to communicate our mission and strategy.

We're focused on growing and supporting our ERGs; the percentage of membership engagement grew 30% in FY2021.

We helped found and launch the [Alliance for Global Inclusion](#) to increase our ability to have an industry impact.



### Attract

Our ERGs partner with our Talent Acquisition team to build partnerships with diverse colleges and universities and market opportunities through their diverse networks.

We encourage transparency through internal and external communications on our internal and external DEI websites.

Our ERGs partner with benefits, facilities, IT, global people, and other corporate teams to promote awareness and prompt change, including creating more inclusive benefits, using more inclusive policy language, and adopting gender transition guidance and new policies around digital accessibility.



### Develop

By partnering with our Leadership Development team, we help ensure a continuous focus on diverse representation across all our leadership development programs. All Global

Leadership Development programs have at least 50% gender-balanced representation.

One of our most exciting programs for 2021 was the launch of our Inclusion Intelligence Certification program – a three-tiered (Bronze, Silver, Gold), self-paced certification program. This program ensures team members understand the importance of modeling the values, actions and decision-making needed to sustain a diverse and inclusive workplace that enables business success.



### Measure

We regularly measure our achievement of our DEI goals. We continually adapt our approach to gathering and sharing data with senior leadership and our employees to promote transparency

and accountability. Aggregate representation data for gender globally and ethnicity in the U.S. is available to senior leaders to measure progress against goals. We review key metrics quarterly, with a more in-depth look semiannually, to track success and make adjustments to our approach as needed.

Leaders see their progress against the company and the industry, engaging their HR Business Partners and business area DEI Champions to build programs that support goals and drive engagement.

We're thrilled with the level of leadership support, employee engagement, and progress we have made over the past year and are using that support and momentum to fuel further progress.

Over 30% of our global employee population are certified in our Inclusion Intelligence program at the Bronze level, in less than a year. And 70% of our people managers are certified at the Bronze level.



This work has prompted me to examine my own biases and open myself up to all that I do not know about the experiences of those different from me. As we've worked to build our inclusive principles, hearing different people's perspectives on what inclusion means to them has given me tremendous perspective. One of our core behaviors is to be curious and open to change – something I've really embraced as part of this work.



Lisa Woodley (she/her)  
DEI Champion,  
Vice President, Digital Experience

## DEI Champions

Lisa Woodley and Shalini Kumar are DEI Champions within NTT DATA. Their role helps ensure inclusion is a way of life throughout the organization – across functional and geographic boundaries. This means developing a clear definition of inclusion, identifying and communicating the set of inclusive behaviors and actions that will lead to an inclusive culture, and providing tools and training to all our people and leaders on embodying those behaviors and actions. It can also mean partnering with the DEI office to create events and content specific to the needs of their constituents.

Shalini and Lisa partner with other DEI Champions across the company to ensure they get many views and perspectives on the right path forward.

The impact they make on NTT DATA is visible. Lisa's work with her volunteer team within our Consulting and Digital Transformation (CDTS) organization gives meaning and substance to our culture of inclusion by providing clear and tangible behaviors and actions people can take to make that a reality. Shalini created a cohort of India-based leaders and allies who promote DEI activities across our India team. She personally collaborated with a third-party expert to create a program that enables leaders to participate in an open dialogue around DEI in the workplace.

Their work as DEI Champions has impacted them as well.

Our many DEI Champions across the organization help reinforce our commitment to Equity in Everything ...  
Equity for Everyone.



My perspective as a leader has changed for the better. I was able to understand and address my few implicit biases through training. There is so much to learn through collaboration and interaction with our leaders and the team. In diversity lies our strength, and I always try to support the same.



Shalini Kumar (she/her)  
DEI Champion,  
Vice President, India  
Application Delivery – Provider



## Employee Resource Group: ACCESS



**Mission:** Create awareness on the business benefits of the inclusion of Persons with Disabilities (PwD) in the NTT DATA workforce.

ACCESS encourages our NTT DATA colleagues to develop empathy toward PwD and embrace inclusion while providing a resource for all employees with disabilities, their caregivers and those who have an interest in empowering the disability community.

ACCESS saw tremendous growth in FY2021 through informative monthly meetings, webinars, Yammer posts, guest speaker sessions and two ERG Open House events. ACCESS partnered externally with Gift Abled, Deaf Access Services and Be My Eyes.

### Event highlight

#### Empowering an Inclusive NTT DATA for Persons with Disabilities – January 11, 2022

The DEI India team, in collaboration with the ACCESS ERG, brought together key leaders across functions, including CIO, DEI, Global People and Corporate Social Responsibility, to share various initiatives taken that foster an inclusive workplace for PwD. The event included an International Sign Language interpreter.

### Future plans

- Continue to provide recommendations to improve NTT DATA digital accessibility
- Propose an assistive device program
- Increase volunteer participation in local communities with Corporate Social Responsibility (CSR) partners
- Expand partnership with Talent Acquisition to grow programs for hiring PwD

## Helping make the workplace accessible

About 15% of the world's population has a disability; however, there's not proportionate representation of this community in the workforce. NTT DATA launched the ACCESS ERG in December 2019 to help bridge this gap by engaging and inspiring a culture that thrives on the inclusion of PwD. We have more than 400 strong ambassadors and structure our company around building accessibility, digital accessibility, talent acquisition, communication and volunteering.

ACCESS partners with the DEI Office to build awareness around the policies and practices that foster inclusivity. Monthly, our members share their stories and first-hand knowledge of living with a disability or caring for family members with a disability. We exchange ideas and insights into technology and accessibility solutions for the workplace.

We've made significant strides toward a more accessible work environment. We engaged the Chief Information Office to introduce the Digital Accessibility policy in 2021. And we provided a checklist for our facilities team to ensure our buildings address the functional needs of PwD. We also took the lead in creating a playbook for diverse hiring at NTT DATA. Our ACCESS members volunteered their time to contribute to the playbook, work with the Talent Acquisition team to proactively recruit and retain candidates with disabilities, serve as mentors to employees with disabilities, and provide our general employee population with information and resources.

ACCESS is a huge win for everyone – ACCESS members, NTT DATA as an organization and PwD at large who may be treated with less bias and much more empathy when connecting with those who have been touched by the ERG.



**Ankit Jindal** (he/him)  
ACCESS leadership team  
Portfolio Marketing  
Advisor – Application  
Services and Member,  
DEI India Council



**Vidya Narayan** (she/her)  
ACCESS leadership team  
DEI champion for Projects  
& Application Services



## Employee Resource Group: LIFT



**Mission:** Create a community in support of those who served, and serve, in the military.

LIFT had an exceptional year, growing membership by 123% through virtual open house presentations and activities during HR and client townhalls, and partnerships with other ERGs like PRIDE and VET.

### Event highlight

- **Mental Health Cross-ERG Panel**

This panel helped raise awareness because many employees who were watching were unaware of the mental health issues of the LGBTQ+ community, African Americans, Veterans, People with Disability, women under stress and even people who are anxious about climate change.

- **My Stories Series: “Kevin’s Afterglow” featuring NTT DATA’s own James Kuczo – March 16, 2022**

The mission of Kevin’s Afterglow foundation is to teach kids kindness, empathy, and the ability to listen to others, give to others, educate parents and children on mental health, help address the pediatric mental health crisis, and get people to talk. James shared his determination to educate parents and children on mental health after losing his teenage son to depression.

### Future plans

- Highlight Employee Assistance Program (EAP) services and ComPsych monthly events in meetings
- Educate and bring awareness in small settings across the organization on the positive and negative impact of mental health
- Partner with National Alliance on Mental Illness (NAMI) 2022 and Coalition Mental Health 2022

## Reducing the stigma of mental health

When groups of passionate individuals collectively support a higher purpose, the results are truly inspirational. Such is the case with NTT DATA’s LIFT and VET Employee Resource Groups. LIFT’s mission is to spread mental health awareness, break stigmas and provide a comfortable platform to interact. VET, or Veterans and Employees Together recently committed to helping raise awareness of mental health issues in the veteran community. Together, these ERGs help educate, enlighten and raise consciousness about mental health issues.

“Mental wellness awareness is very timely,” states Deepika Kaushik, a leader in LIFT. “We must work on understanding how mental illness affects different parts of society. Building awareness makes us compassionate toward the unseen sufferings of others and brings acceptance.”

Founding member of VET, Ziggy Mormur, echoes these sentiments. His journey with mental health has helped him become a passionate advocate for awareness and acceptance. As a Marine Veteran, Ziggy reports, “Veterans don’t always talk about mental health even though it is important; there is still a certain machismo and stigma in certain military circles that needs to be overcome. Awareness helps.” Ziggy believes that VET gives people an opportunity for connections, and LIFT gives people a safe space to discuss mental health.

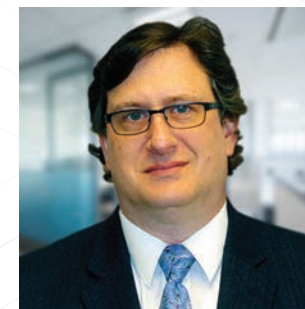
Both Ziggy and Deepika have bravely shared their stories with their respective ERGs. Deepika struggled with postpartum depression after her children were born. Fortunately, she was surrounded by a supportive group of colleagues and received help.

Ziggy served in Afghanistan and Iraq and suffered from both anxiety and Post Traumatic Stress Disorder (PTSD). His mental health challenges led to his honorable discharge from military service. Ziggy encourages the VET ERG to embrace mental health awareness. In honor of Veteran’s Day, the group created a [video highlighting veteran mental health issues](#) and shared it on NTT DATA’s social media channels. Ziggy recently published a blog to highlight concerns about veteran suicide.

Throughout the ongoing isolation of the pandemic both LIFT and VET hosted events for discussion and invited speakers to educate team members on various topics that have worsened in the current environment. Together, VET and LIFT make a difference.



**Deepika Kaushik**  
LIFT leadership team  
Consultant Liaison,  
Intra-Company Staffing Team



**Ziggy Mormur (he/him)**  
VET leadership team  
Operations Senior Director



## Employee Resource Group: VET



**Mission:** To support Veterans by creating a community to serve those who have served in the military.

The principles that guide the Veterans ERG include honoring those who have served and acting to make a difference in the community. To support VET's mission, members volunteer in events like Honor Flights and wreath laying in Arlington National Cemetery. In FY2021, VET increased membership through partnerships with LIFT and other ERGs and expansion beyond the Washington, DC, metro area. VET also participated in the NTT DATA Services Route 66 event.

### Event highlight

One cross-ERG event with LIFT, our mental health ERG, featured an employee and VET ERG member with post-traumatic stress who shared their experiences and how they cope. The highly successful event increased VET ERG membership.

### Future plans

- Expand strategic partnerships with organizations like Wounded Warriors and Hiring Our Heros
- Deepen engagement with the Talent Acquisition and Onboarding teams to increase Veteran and spouse hiring programs
- Research leveraging the U.S. Department of Defense Skillsbridge program to create an opportunity for active-duty service members to gain valuable civilian work experience during their last 180 days of service
- Host event with NTT DATA senior Veteran leaders to highlight Veterans in senior executive positions

### Blog: Today We Remember / Today We Help

In the past 20 years, 30,177 active military and Veterans from post-9/11 wars have died by suicide. That's four times as many deaths as those killed in action.

[READ THE BLOG](#)



### Blog: Military to NTT DATA: Our Veterans Share Their Experience

Each year as the calendar advances to November 11th, many Americans take time to reflect, remember and thank individuals who and who have served in the U.S. Armed Forces.

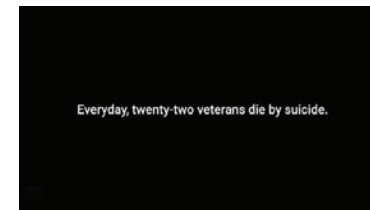
[READ THE BLOG](#)



### Video: NTT DATA Veteran's Day Mental Health Message

NTT DATA VET ERG raises awareness for mental health.

[WATCH THE VIDEO](#)



## Employee Resource Group: NEST



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

Following significant FY2021 membership growth of 120%, NEST engaged a new Executive Sponsor with leadership knowledge and energy to the program.

The NEST ERG took part in the cross-ERG Mental Health event presenting very interesting information on the impact of the environment on Mental Health.

### Event highlight

The **Recycling Workshop**, spearheaded by a NEST ERG member, provided useful information and practical tips to change our waste management behavior. It attracted a large audience, and sessions were delivered in three time zones (Americas, EMEA and India) and in English and French.

The **Earth Day Celebration** showed how our day-to-day behaviors are linked to our footprint on our planet. We also shared best practices.

### Future plans

- Expand the chapter into other global regions
- Increase partnership with Sustainability and CSR teams
- Continue to increase outreach to organizations such as the City of Plano (Texas) sustainability office and Waterkeepers Alliance

## Becoming a greener me

When I first heard about global warming and climate change, I was eight years old. People were concerned about greenhouse gases, alarming holes in our ozone, and the rising temperature. These were things I didn't expect to impact me in my lifetime. Even so, I felt incredibly anxious and worried about the future. I knew I wanted to do something about it, even if I wasn't sure how.

Since then, I've actively become a better, "greener" me. I care for animals, commute using my bicycle, reuse and recycle, and I'm a vegetarian. I know I still have a very long way to go.

When our DEI Office started to promote employee resource groups, I shyly raised my hand and asked to create NEST – an ERG focused on environmental responsibility. Our primary scope is to drive awareness and engage our members in positive actions and behaviors that reduce our carbon footprint. We also partner with Corporate IT, Procurement, and Legal functions to set best practices and attainable sustainability objectives. NTT DATA decided to take this a step further, and we're proud to say that we now have a Sustainability Lead for NTT DATA Services, Corie Pierce. She will help develop and drive our organizational sustainability strategy.

As our core team expanded with talented and kind colleagues, we further improved our communications and member engagement. We've quickly grown to be the second-largest ERG in our organization and are expanding through regional chapters so we can better target how we contribute to local communities in regions across the globe.

Although we've hosted events, workshops, and challenges throughout our 18 months, the reality is that people's passion for our cause drives NEST's growth. We must then ask ourselves – how can we all contribute to helping our planet restore and thrive? We're here to help answer that question.

I'm proud of our accomplishments and look forward to the next year and changing behaviors to become "greener" human beings.



**Fernanda Gallardo** (she/her)  
NEST leadership team  
Leadership Development &  
Culture CoE



# Employee Resource Group: PRIDE



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

The PRIDE ERG had a strong FY2021, exceeding growth targets through rigorous and frequent programming highlighting our Corporate Equality Index rating of 100, which designates NTT DATA among the “Best Places to Work for LGBTQ+ Equality.”



PRIDE also launched a new mentoring program and a Why Pronouns Matter program to explain pronouns and encourage employees to add pronouns to their signatures and Zoom profiles.

### Event highlights

- In June 2021, NTT DATA joined the Business Coalition for the Equality Act
- Partnered with the University of Texas Dallas to present LGBTQ+ terms 101 training
- Donated to the Trevor Project, which aligned with our NTT DATA Route 66 IT Innovation program in February
- Held a parenting roundtable moderated by Parents for Lesbian and Gay (PFLAG)

### Future plans

- Expand India programming and support
- Strengthen partnership with NTT global (Japan)
- Strengthen the PRIDE program in our “5 big pillars”:



## Demonstrating support by sharing pronouns

We launched the PRIDE (LGBTQ+ and allies) ERG at NTT DATA in summer 2020. One of the first things we wanted to do as a group was tackle the topic of pronouns. We knew that many of our industry peers had included pronouns in signature lines, etc., for many years, and we wanted to catch up as quickly as possible. It was encouraging how receptive senior leadership was when we shared the idea.

Our organization is huge; even the smallest changes can be slow to implement. But when we broached the subject of allowing employees to update their tokens of personal identification – everything from our HR systems to standard business cards, email signature blocks, virtual meeting profiles and beyond – we were encouraged by how quickly our request progressed.

More than that, there was a genuine eagerness on behalf of everyone to learn more about the broader spectrum of gender and gender expression. Interest was so strong that we stood up an intranet hub called ‘The Importance of Pronouns’ to help less familiar team members navigate and adopt newer terms like non-binary and gender-fluid for the first time.

The formal announcement became a teachable moment for the entire organization. Not only were optional pronouns added

in time for Pride month, but the adoption was significant. We look forward to each company-wide All-Hands meeting, where most of our top leaders share their pronouns on their profiles. It’s a visible affirmation of their support.

The journey is more important than any singular stop along the way. We’re so incredibly proud to work for an organization that is eager to evolve quickly and support the entirety of our diverse work community more fully, striving for greater visibility and equity for all.



**Daniel Stepanic** (he/him)  
PRIDE leadership team  
Marketing Automation Lead



## Employee Resource Group: THRIVE



**Mission:** Build a more diverse NTT DATA employment population by supporting the inclusion, success, and advancement of Black employees within NTT DATA and the clients and communities it serves.

THRIVE's five chapters exceeded their FY2021 growth targets while engaging in 20 community outreach programs and providing key programming like Grow & THRIVE, MENT2THRIVE, and Food to THRIVE. Through these programs and events listed below, our THRIVE ERG has positively impacted our employees, communities, and clients we serve.

- MENT2THRIVE Event: Youth Mentoring Leadership Association (YMLA) at Wilson STEM Middle School in Charlotte, NC
- Ment2THRIVE Event-Mentoring speaker series at Paul Duke STEM High School in Norcross, GA
- Donated 25 handmade Easter baskets to She Believes in Me, a Washington, DC, area organization for girls
- Back2School: Donated 500 backpacks and school supplies to local communities
- Youth mentorship and leadership development programming with C5 Youth Foundation of Texas
- Black History Month programming, including the "Because of Them" challenge, a History of Soul Food Cooking Lesson, a discussion on the costs of Code Switching, a Black History trivia challenge and a call out to members to sign the Crown Act petition

### Event highlights

- **Agents of Change Speakers Series – February 24, 2022**  
The Agents of Change Speakers Series featured THRIVE member panelists, joined by Kim T. Cole, Corporate & Civil Rights Attorney and Dr. K.C. Fox, Media Crisis Strategist/TV Executive and Social Justice Activist. The panel explored excerpts of Dr. Martin Luther King's book, "Why We Can't Wait," to address civil rights and social justice issues of the past and discussed how these issues still impact us today. Event attendees heard from the experts as they shared how corporate social justice and activism will not only help bring a sense of urgency to Dr. King's wise and courageous vision but most importantly create a larger path forward toward real change.
- **Empower & Engage Diverse People With Darren Woodson – February 15, 2022**  
This fireside chat on diversity and empowering high-potential youth to build future leaders for a beautiful tomorrow was presented by Darren Woodson, spokesperson of C5 Youth Foundation of Texas and former Dallas Cowboy and ESPN Analyst.

### Future plans

- Increase engagement with the Talent Acquisition Team to positively impact the recruitment of Black colleagues via our Campus2Career (C2C) and Historically Black Colleges and Universities recruitment programs.
- Launch THRIVE Ally's Paying It Forward program
- Continue to expand THRIVE global initiatives, including Grow & THRIVE, MENT2THRIVE, Food to THRIVE

### Championing conversations that promote inclusion

I am proud to serve as a THRIVE ERG Steering Committee member. THRIVE does so much to advance our mission to build a more diverse NTT DATA employee population by supporting the inclusion, success, and advancement of Black and African Americans within the company and the clients and communities it serves.

I had the opportunity to serve as a panelist for one of the programs THRIVE sponsored, "MOVING FORWARD TOGETHER: Addressing Racial Inequality & Injustice," after the murder of George Floyd. The program, attended by over 500 NTT DATA team members from across the globe, included an ethnic and gender-diverse panel. That experience still resonates with me as an example of the passion and commitment of THRIVE and how NTT DATA champions conversations that enable inclusivity in our workplace.

It was also good to see the support THRIVE received from senior leadership, including CEO Bob Pryor, for this event and his continued overall support of THRIVE programs. THRIVE also benefits from other senior leaders' support, including David Lee, THRIVE Global Executive Sponsor, and Tim Conway, Executive Sponsor for the THRIVE DC, Maryland, and Virginia Chapter.

I look forward to continued leadership support in ensuring Black and African American employees see people like themselves thriving at all levels. I remain hopeful that together we will build a more inclusive organization.



**Bill Wilson**  
THRIVE leadership team  
Senior Director – BPO,  
Banking & Capital Markets

## Employee Resource Group: WIN



**Mission:** Reflect NTT DATA's commitment to diversity, inclusion, and innovation by supporting and developing women and their leadership capabilities in alignment with our business priorities and expected client outcomes.

The WIN ERG saw strong growth in membership through the WIN Yammer Channel, WIN MyHub intranet site and impactful programming aligned with the stated interests and needs of the WIN membership.

### Event highlight

WIN hosted two "Ask Me Anything" sessions with senior leaders across the organization

- The first session featured a panel of 11 women, with six hosting rotating breakout sessions and the remaining five hosting an "anything goes" breakout. Members networked and heard the stories of nearly a dozen women leaders in a safe, transparent environment.
- For the second session, the panel included 12 women taking questions directly from participants for the full hour. The event facilitated connections between participants and panelists and gave members opportunities to hear from the leaders about their experiences and different paths taken in their careers.

### Future plans

- Continue to support the Corporate Diversity goal of 40% of the workforce being women by FY2025
- Shift to WIN 2.0, an updated structure in response to a primarily remote membership
- Focus on membership growth and development for leadership opportunities

## Inspiring our employees through stories

Inspiration and motivation for women often start with seeing yourself in someone you might aspire to be. The WIN ERG speaker series brings together topics and presenters of all backgrounds in formats from fireside chats to panel discussions, informal coffee talks and open forums called Ask Me Anything. Our speakers share their unique journeys and experiences and tell deeply insightful stories that translate into meaningful advice and inspiration for our employees.

We've covered topics such as male advocacy, mentorship, embracing change, being bold and taking risks, and simple hacks for a gratifying career. These quarterly events are attended globally by hundreds of NTT DATA team members and provide opportunities for participants at any stage of their career to be inspired, network, learn and grow as employees and leaders.



Being part of the WIN Leadership Team has allowed me to work with some of the most talented individuals at NTT DATA. WIN continues to provide leaders like myself a solid platform to advocate for and support women's continued progression in the technology industry.



**Amy Stadler** (she/her)  
WIN leadership team  
Client Executive Healthcare Provider



# Education and Awareness

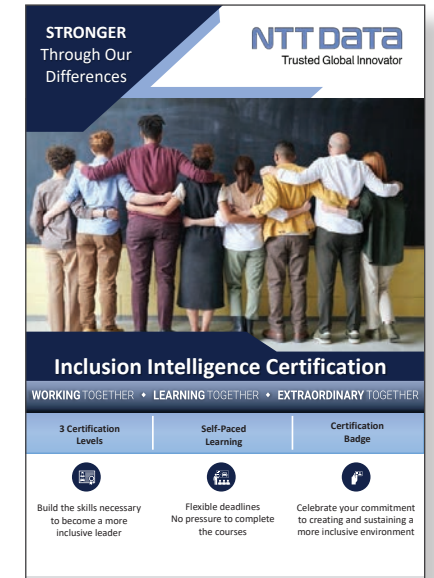
The DEI Office had a phenomenal year in 2021 as we continued to expand our goals of education and awareness. DEI trainings are a strong area of focus for our learners; in fact, it's the most popular learning activity area within our company. NTT DATA created new course work for Unconscious Bias and Microaggressions in the Workplace, and many business units embed this course work within their new hire training.

All People Leaders are required to take these courses to build a better understanding of DEI and learn how to apply inclusive behaviors in their work lives as managers. DEI education and awareness is a core pillar for leadership as we continue to strive for a more inclusive workplace.

NTT DATA partnered with Skillport to further expand our DEI training. This strategic partnership increased the training available on topics such as accessibility, gender, LGBTQ+, sustainability and more. Leveraging this partnership, the DEI Office built an internal certification program called Inclusion Intelligence. This certification program (made up of three tiers: Bronze, Silver and Gold) creates a learning path for employees to expand their overall awareness of DEI.

Currently, more than 30% of employees have gained their Inclusion Aware (Bronze level) certification, with several thousand employees going on to earn their Inclusion Advocate (Silver level) certification. We plan to launch the Gold in summer 2022. While the effort speaks to the importance of DEI education and why NTT DATA is passionate about creating this awareness, the true reward is the impact the program has on our team members.

We've received testimonials about how the DEI training helps employees in their professional and personal lives. A former NTT DATA intern, who identifies as transgender, had such a positive and inclusive experience at NTT DATA that their transition therapist now recommends NTT DATA as a safe space to work within the community where the employee lives. The programs to build DEI education and awareness truly impact on our employees and beyond.



NTT DATA Services	NTT DATA Social Platforms
200 pts	200 pts
220 pts	220 pts
240 pts	240 pts
260 pts	260 pts
280 pts	280 pts



## Trivia: Making learning fun

Amir Durrani, Executive Vice President of the Projects and Applications Services (PAS) organization, set out to improve diversity and inclusion awareness within his organization of ~15,000 global team members. When he asked me, his DEI leader, to be creative and do something different, I was up for the challenge. I didn't just want to be seen as the DEI lady always asking team members to take more training; I wanted to do something fun. I looked into gamification and how we could incorporate that into our efforts. After brainstorming with the DEI Office core team, we decided to combine a few popular gaming formats: Sweet Sixteen bracket, Family Feud, and Jeopardy – and our brainchild was born: The PAS Diversity & Inclusion Challenge!

The PAS D&I Challenge is a creative way to combine employee engagement with diversity and inclusion learning. The team-based Jeopardy-style format tested knowledge on diversity and inclusion, ERGs, unconscious bias, microaggressions and our company. We

leveraged virtual meeting software to administer the challenge, compiled hundreds of questions and answers, framed the rules, set up the leaderboard and practiced.

Our goal was to have at least 16 teams, each with four team members, so we could complete a Sweet Sixteen-styled bracket. Never could I have imagined that it would generate participation from over 250 employees. Fifty-eight teams, 31 quiz games, five rounds, and after weeks of amassing interesting trivia and knowledge, and we finally had a champion for our inaugural PAS Diversity & Inclusion Challenge.

We exceeded our expectations and goals, raising awareness on diversity and inclusion topics and other ongoing initiatives within the company. It was very competitive, and everyone had fun! We received overwhelmingly positive responses in our post activity survey and requests for similar activities in the future.



**Alesia Allen**  
(she/her)  
DEI Champion,  
Global Delivery  
Executive



## Our Commitments

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

### Alliance for Global Inclusion – Founding Partner

Formed in 2020, the Alliance for Global Inclusion is a global network of CEOs and their respective diversity and inclusion leaders who are committed to amplifying and accelerating diversity, equity and inclusion outcomes within the technology industry. Its vision is to leverage the strength of technology-driven inclusion to unify and create collective impact across all coalition companies and their communities.



The coalition focuses on three impact areas:

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

Within these impact areas, coalition partners will collectively address four critical goals: leadership representation, inclusive language, inclusive product development and STEM readiness in underserved communities.

### CEO ACTION FOR DIVERSITY & INCLUSION

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

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

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

### Corporate Equality Index 2022

In January of 2022 we announced our achievement of a 100 on the [Human Rights Campaign's \(HRC\) 2022 Corporate Equality Index \(CEI\)](#) and were named [Best Places to Work for LGBTQ+ Equality!](#)

The HRC Foundation's CEI is the primary driving force for LGBTQ+ workplace inclusion and the national benchmarking tool to measure policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender and employees who identify as other.



## One Voice Survey

Every two years NTT DATA conducts an anonymous survey of our global employee population to gather their candid feedback on what we do well as a company and where we have opportunities for improvement. This year saw the addition of questions targeting feedback on our DEI Office and programs so we could assess our diversity, equity and inclusion efforts as an organization. While most of this information serves as a baseline, we're encouraged by what we've seen and are excited to build upon it.

In general terms, questions intended to measure the company's DEI impact received an 81% positive rating. A rating of 82% or higher is considered best in class, so we're very pleased to see scores that show our DEI efforts promote an inclusive workplace and have a positive impact on business. We also know that our DEI programming has positively impacted overall employee engagement and culture, where we saw a 10-point or more increase.

It will take all employees throughout the organization to continue our work, and ensure that we sustain or improve in these areas, and have a positive effect on other aspects of the workplace impacted by an inclusive culture, including growth and retention at all levels and communities of our employee population.

The theme we saw from the survey results indicates that our employees feel we offer an inclusive workplace (86% positive rating) where people are free to be who they are.

## What We've Learned

### Where we were

While Diversity, Equity and Inclusion have been an ongoing priority for NTT DATA, we formally developed DEI objectives in 2019. We continued to build on our objectives and in 2020 announced a Build, Attract, Develop and Measure strategy. We looked at our then-current representation of key demographics across the organization and how it compared to the market availability of qualified professionals. We also looked at benchmark data to understand how we compared to industry peers. At that time, self-identified women comprised 33.9% of our global population and 23.1% of our global senior leadership (VP+). Additionally, People of Color (POC) in the U.S. held 20.7% of our senior leadership positions. In keeping with the changing global demographics, we committed to aligning our leadership demographics more closely with NTT DATA's organizational demographics.

### What we set out to do

We had important work to do, and with leadership support, the DEI Office built a FY2021 strategy and goals with the overarching intent to increase the representation of women and POC overall across the organization and specifically in senior leadership. We communicated and committed to key programmatic support of those goals.

In FY2021, we saw marked improvement in the representation of historically underrepresented groups within the company. We exceeded our overall goal of 35% representation of women globally and 25% representation of women in senior leadership. We ultimately fell short of our goal for POC in leadership in the U.S., but we did move the needle by 3.5%.



Also in FY2021, based on voluntary self-identification, 3.5% of our U.S. employee population identified as U.S. Veterans. Additionally, 4.2% of our U.S. employees identified as Persons with Disabilities (PwD).

To ensure we accurately tracked our DEI progress, we strongly encourage all employees to review their personal information in our HR systems and update it as necessary. We're also working diligently to ensure self-identification options are accessible and inclusive.



To increase employees in underrepresented groups, in 2020 we created a global mentoring program specifically for employees in middle management.

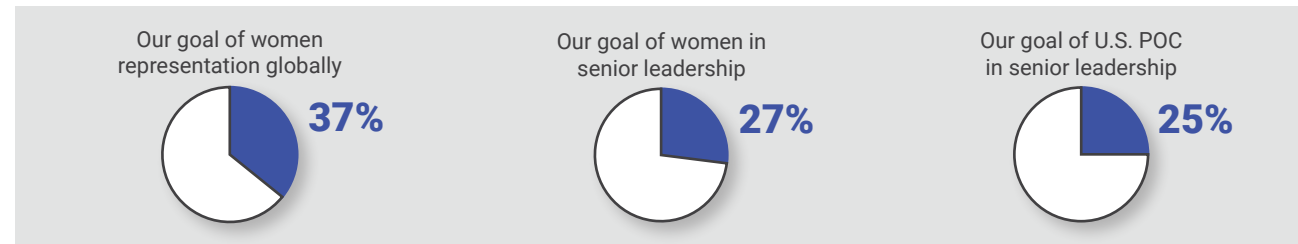
Employees apply for the program and are paired with a senior leader, who is a VP or above and at least two levels their senior. We set program goals to ensure a diverse group of participants in terms of gender, ethnicity and race globally and in business area. In addition to building a relationship with and learning from a senior leader, the program includes resources for mentees and mentors and a speaker series that builds knowledge in various aspects of our business and industry. We're preparing for the third wave of this program.

Best thing to happen. Great to have a different perspective within the organization from a very senior leader because you always work with your own thought process, how you can grow, what's the opportunity and all, but somebody who is not your line manager talking to you about how they have grown and what their thought process is, it's a great way to get motivated and guided as well.

Rahul Patodi  
Mentoring Program

# What Comes Next

Looking ahead to FY2022, we hope to build on our momentum. We're confident that our multifaceted approach to develop employees who are in historically underrepresented groups, our focus on diverse hiring, and our commitment to building and advancing a more diverse senior leadership team is a recipe for success. As such, **our FY2022 representation goals include:**



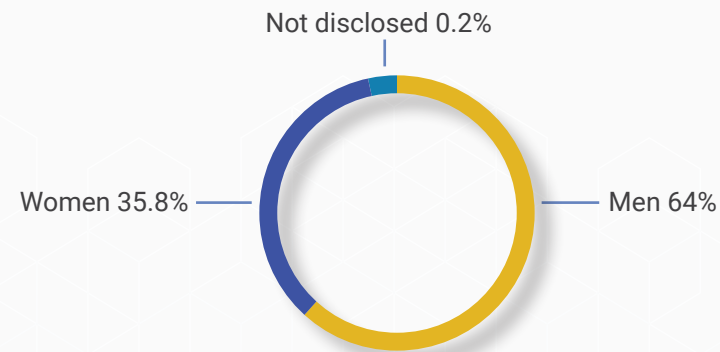
While our 2022 goal for POC in senior leadership remains at 25%, we're committed to increasing their representation in senior leadership. In particular, our goal is to double Black and African

American representation in senior leadership this year. We'll continue to ensure women and POC have access to leadership development programs and launch new programs targeted at growing women in middle management to pave the way for future senior leadership growth and success.

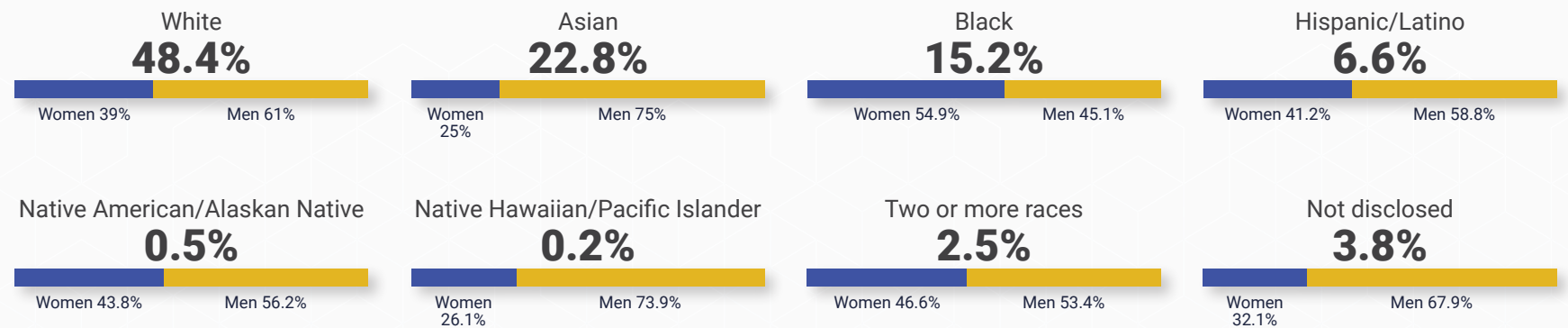
Knowing the recruitment process is an area that can be highly susceptible to bias, diverse hiring will continue to be a top priority. The DEI Office will support the development of recruiters and hiring managers to ensure everyone is trained to recognize and combat unconscious bias. Our Talent Acquisition team will continue to partner with our ERGs and the Marketing team to gain access to diverse markets. We look forward to implementing new processes and systems in 2022 to support diverse hiring and eliminate bias in our recruiting and hiring processes.

The DEI Office works with the HRIS team to provide key DEI data through monthly, quarterly and semi-annual reporting in our new People Analytics tool. We'll continue to improve direct accessibility to DEI data for senior leaders to monitor their progress against goals.

### NTT DATA Global by Gender



### NTT DATA U.S. Gender Representation by Race/Ethnicity



Solicitation of employee demographic information is done in accordance with applicable laws, with the U.S. being the only country where race/ethnicity data is currently collected.

## Where We're Headed

**We're not where we want to be, but we're much further along than we were.**

Our Diversity, Equity and Inclusion council worked together to develop our maturity model. Our work environment and culture is evolving. We've made significant strides in implementing education and awareness programs and engaging our team members in learning about all of the different aspects of diversity. We think one of the most encouraging results of our efforts came through in our One Voice employee survey. Our survey showed a significant increase in employee engagement. Those results come from the many partners of our DEI Office who worked tirelessly to develop programs, produce events, and make policy, process and system changes, and from the employees who engaged in learning about and sharing with us what it means to be a diverse, equitable and inclusive workforce.

We want team members to always be learning about the many different aspects of diversity and to know how important they are in helping our organization gather diversity data through self-identification in our Global People system. To ensure we're able to accurately track our DEI progress, we'll continually engage new hires and existing employees in self-identifying their demographic data.

We're evolving in our DEI journey. And we'll continue to drive programming and processes that take what we've learned, put it into practice in our daily actions, and reward diverse and inclusive behaviors. Equity in Everything ... Equity for Everyone means working to ensure we continually think about equitable

outcomes, especially in key functional areas of our organization, such as Talent Management processes where unconscious bias can be prevalent.

Leaders will need to regularly ask themselves questions like:

- Is my team diverse?
- Did I seek and consider everyone's input?
- Am I considering all team members for relevant growth opportunities?
- Is this new initiative, program, process equally accessible to everyone in scope?

NTT DATA is committed to pay equity and regularly reviews our compensation practices and policies to ensure our programs are fair, equitable and market competitive. Our compensation philosophy is to ensure employees are paid based on objective and consistent criteria, including merit, qualifications and performance, and not based on gender, race, ethnicity or any other protected characteristic. We recognize that pay equity in a dynamic, global organization such as NTT DATA is an evolving journey. We continuously leverage the latest tools and data analytics available to advance equity within our organization. Equity also means ensuring our entire diverse workforce

is aware of, and takes advantage of, our development and growth opportunities. Helping everyone to find their voice as they develop skills and pursue opportunities is a key piece of our development strategy.

As we work to sustain the progress we've made, we'll strive to anticipate areas of growth and opportunity and to respond appropriately and equitably to those things that were not anticipated.

We're progressing to the stage where all team members and our clients experience the value of a diverse, equitable, and inclusive work environment.

It will take commitment from executive leadership and from team members at every level. It will take partnering with organizations that support our journey, and with clients that share in, and benefit from our progress toward a sustainable, leading-edge culture.

**The change has been initiated, and we'll continue the journey toward equity for all!**



## Message From Our Chief Executive Officer

Speaking up and empathetic listening are both central to NTT DATA's strategy for increasing diversity, equity and inclusion within our company. We want to ensure all voices are heard — voices with different and unique perspectives. From company-wide surveys to face-to-face conversations, we are a company that places great value on listening when team members speak, and we take active steps to promote inclusion, so everyone feels welcome and empowered in our company.

I strongly believe our strength comes from diversity, and I'm encouraged by our progress and momentum across the company. While we still have a lot of work ahead to accomplish our goals, we should also be proud of our progress, along with our unwavering commitment to diversity and inclusion for everyone.

In recent years, I've listened carefully in private conversations and in ERG meetings. I'm inspired by our brilliant, creative, innovative and diverse team members as they share their stories of challenges and successes. And often, what I hear is both heartbreaking and infuriating as I listen to things people must still endure in their everyday lives simply because they're viewed as different.

“ We place real significance on creating an environment where a variety of different voices are encouraged and heard. We respect the diversity of employees and maximize their capabilities to enhance corporate vitality.

Bob Pryor ”

This begs the question: Different from what?

At heart, we're all human. For each of us, inevitable and inherent flaws accompany our strengths and potential. Empathy and respect for each other is essential. And within our company, we all share common goals for serving our clients and achieving our company's strategic, financial and operating objectives. We all want to use technology for good and help improve the lives of people around the world.

NTT DATA will continue to make diversity a priority every day. As we continue pursuing current goals, we also will expand our focus into other areas, including supplier diversity.

We're taking these steps because building and sustaining a more diverse, equitable and inclusive environment is central to who we are and who we

want to be, and the difference we want to make for our clients, team members, partners and communities around the world.




**Bob Pryor**  
Chief Executive Officer  
NTT DATA Services



**NTT DATA**

Trusted Global Innovator

**Visit our website** to learn more.

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

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