

Uniqueness



Diversity Policy

NTT DATA Europe & LATAM



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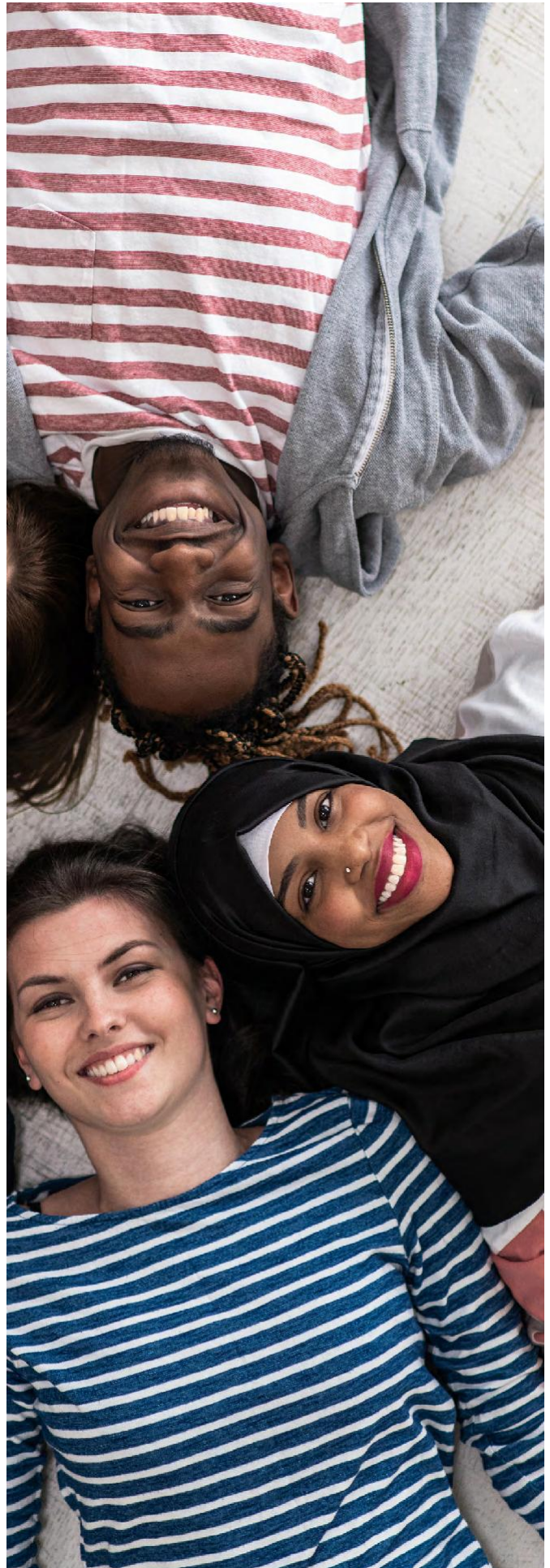
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1. Introduction

At NTT DATA Europe & LATAM, we value the unique contributions of every individual and strive to guarantee equal opportunities for all. Our commitment extends to ensuring that everyone within our organization feels included, respected, and valued, regardless of gender identity, sexual orientation, religion, culture, nationality, disability, age, neurodivergence, or other personal and social characteristics.

Policy scope and local adaptation

This document outlines the global guidelines for promoting diversity, equity, and inclusion within NTT DATA EU & LATAM. While these guidelines provide a broad framework, each country is encouraged to develop localized Diversity strategic plans that address regional needs and comply with the global policy. It is crucial to share this policy with all employees in Europe & LATAM to ensure compliance and encourage the use of Diversity measures and benefits, in accordance with work demands and applicable laws.



2. NTT DATA

Diversity Statement

Mission

The NTT DATA Corporation is dedicated to accelerate client success and positively impact society through responsible innovation.

Culture

Be the place where people grow

- We encourage continuous learning, resilience and aspiration, supporting our people in their journey to achieve their full potential.
 - We view honest conversations as an accelerator of improvement and growth, helping individuals and teams to continuously evolve.
 - We value diverse perspectives and teamwork, ensuring everyone feels valued and empowered to contribute.
-

Values

Respect every Voice

We grow by listening. We invite different viewpoints, honor every background, and encourage sharing perspectives to learn from one another

Think Big. Be Bold

We stretch beyond what's expected. Curiosity fuels us, ambition drives us, and innovation is how we push boundaries to shape the future

Deliver the Outcome

We build trust by keeping our word. We act with integrity and hold ourselves accountable — and always choose to do the right thing.

Win Together.

We lift each other up. We collaborate across borders, share openly, and succeed as one global team.

How we lead

Inspire

We create an environment where people feel energized and creative. We develop a compelling vision, set aspirational goals and celebrate achievements and contributions.

Empower

We coach our teams to develop solutions rather than providing all the answers. We foster self-management by removing roadblocks and supporting better decision-making, while holding teams accountable. We empower them to take risks, experiment, and grow.

Care

We allow every team member to contribute, by flexing our leadership style and valuing each person for what they bring to the team. We actively sponsor learning and growth and show a sincere interest in everyone's wellbeing.

3. Principle statements

We will keep working and improving Diversity at the company and in society by using a personalized approach, considering the authenticity and Uniqueness of each person, and their impact on the world.

Uniqueness

At NTT DATA EU & LATAM, we believe that each person possesses **unique strengths** that can significantly contribute to our collective success.

We embrace diversity by celebrating and respecting the distinct qualities that each person brings, fostering a sense of inclusion and **belonging** throughout our organization.

By valuing diversity and promoting **inclusion and equity**, we cultivate an environment **where creativity and innovation thrive**.

We are committed to providing equal opportunities, making decisions with transparency and consistency, and recognizing the diverse backgrounds and strengths of our team members.

Our commitment to helping employees recognize and leverage their top strengths is designed to foster both individual excellence and collaborative success within our team.

This approach not only maximizes our collective potential but also cultivates a dynamic and **supportive workplace**, driving success and growth for everyone.



Uniqueness

Alignment with the United Nations Sustainable Development Goals

The Diversity global strategy outlined in this policy aligns with the United Nations Sustainable Development Goals (SDGs) of the 2030 Agenda. As highlighted in the Sustainability Report from FY 2024, NTT DATA is making significant contributions to 9 Sustainable Development Goals:



Diversity and Inclusion is a fundamental strategic pillar for NTT DATA Europe & LATAM's social sustainability, aimed at fostering a better society. The Diversity strategy at NTT DATA is underpinned by clear objectives and robust methodologies for monitoring, measuring, and reporting, all of which are supported by international regulations and Due Diligence obligations applicable to signatories of the United Nations Global Compact.

As signatories of the United Nations Global Compact, we are committed to advancing gender equity by leveraging female talent and ensuring pay transparency.

We support emotional and physical health through social and well-being initiatives, creating an environment where individuals feel a sense of belonging, can express their full potential, and enjoy prosperous and fulfilling lives, in accordance with the universal principles of human rights.

Throughout the policy, it is possible to identify which Sustainable Development Goal (SDG) each Diversity initiative belongs to through iconographic signaling.



Volunteering

The NTT DATA EU & LATAM Volunteering Programs reflect the company's dedication to Diversity, as well as sustainability. These programs encourage employees to participate in volunteer activities outside of work, fostering a culture of social responsibility that aligns with the 2030 Agenda for Sustainable Development. By focusing on areas such as environmental conservation, education, and social inclusion, particularly in underprivileged regions, these programs allow employees to contribute to meaningful causes, reflecting the company's commitment to Diversity. These initiatives represent a collective effort across the organization to drive significant social and environmental change. These programs are structured to be inclusive and flexible, ensuring all employees, regardless of their role or background, have equal opportunities to participate.

Participation is voluntary and does not interfere with work responsibilities, promoting fairness and equity within the workforce.

Managed by the Sustainability & ESG (Environmental, Social & Governance) area and the NTT DATA Foundation, the Volunteering Programs support both local and regional initiatives, our commitment to Diversity principles.

Annual impact assessments further demonstrate how these efforts contribute to the company's broader goals of creating a more equitable and sustainable world.

For more information, visit our volunteering portals, [The Blue Wave](#) and [NTT DATA Foundation](#).



4. Purpose



The purpose of this policy is to create a workplace environment where all individuals feel valued, respected, and supported, regardless of their background or identity.

Our key objectives are:

- **Promote Diversity:** Encouraging a diverse workforce by attracting, hiring, and retaining individuals from a wide range of backgrounds and experiences.
- **Ensure Equity:** Creating fair and impartial processes for all employees, ensuring equal access to opportunities, resources, and support for professional growth and advancement.
- **Foster Inclusion:** Build a culture where every voice is heard, and employees feel empowered to contribute their unique perspectives and fully engage in their work.
- **Cultivate Belonging:** Ensure that every employee feels a deep sense of connection and acceptance within the organization, knowing they are an integral part of the team.
- **Enhance Organizational Performance:** Leveraging the diverse talents to drive creativity and innovation.
- **Support Continuous Improvement:** Invest in Diversity education and development.
- **Align with Ethical and Social Responsibility:** Commitment to ethical practices and social responsibility by actively promoting Diversity principles within the organization and the broader community.

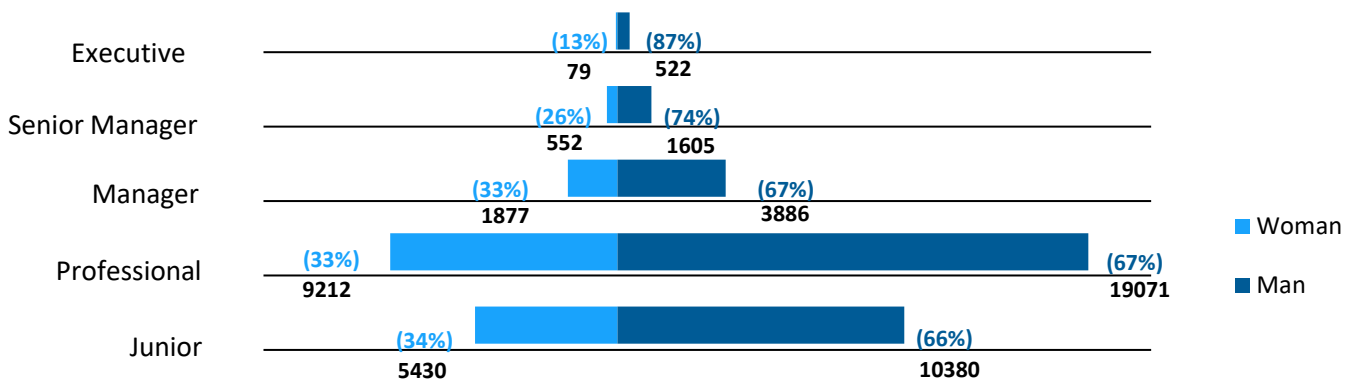
By achieving these objectives, we aim to create an equitable and inclusive workplace that benefits all stakeholders.

5. Specific priorities

Gender equity

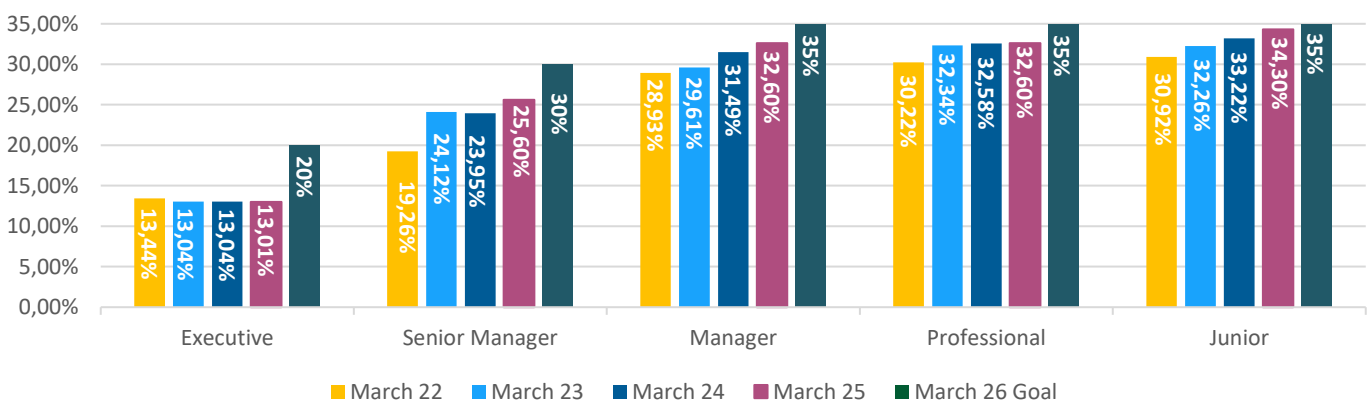
At NTT DATA EU & LATAM, we are committed to ensuring pay equity across all professional categories and fostering an environment where employees are valued based on their skills and contributions, irrespective of gender identity, gender expression, or any other diversity variable. However, as shown in the **Gender Equity Pyramid (March '25)**, we acknowledge that a gender imbalance persists with a notable disparity at the **executive level**, where only **13%** of the positions are held by women, compared to **87%** by men. This imbalance is also visible in other managerial and senior roles, emphasizing the need for continued focus on gender equity across all levels.

NTT DATA Europe & LATAM Gender equity pyramid (March'25)



As illustrated in the chart bellow, we have set specific targets for increasing the percentage of women in key roles by FY '25. While progress has been made, with women's representation steadily increasing from **March '22** to **March '25**, the chart highlights the need for continued focus, particularly at the **Executive** and **Senior Manager** levels, where current figures stand at **13%** and **26%** respectively. Our goal is to reach **20%** at the Executive level and **30%** for Senior Managers by **March '26**, reflecting our commitment to gender equity and diversity.

Objectives for women HC for end of FY' 25



To address these challenges, we are implementing a comprehensive **global framework for gender diversity**, which includes several key measures:

Recruitment and hiring practices

- **Targeted recruitment:** develop and execute strategies to attract and hire more women and non-binary individuals into STEAM and consultancy roles. This involves partnerships with educational institutions, participation in diversity-focused career platforms, and creating inclusive job postings

- **Bias-free hiring**

Train hiring managers to recognize and mitigate unconscious bias. Use structured interviews and diverse hiring panels to ensure fair evaluation of all candidates, regardless of gender identity.

Talent development and retention

- **Mentorship programs:** launch initiatives to engage women, such as the **Women Together** program, which pairs emerging female professionals with senior leaders for mentorship. This program offers guidance, networking opportunities, and career advancement support, helping participants navigate their careers and gain insights from experienced mentors.
- **Leadership training:** provide leadership training to develop the skills, confidence, and readiness of women for executive roles. The **Women Together** program includes training on inclusive leadership for all mentees and their mentors, who are top executives of all gender identities.

Flexible work policies

- **Work-life balance:** promote flexible working hours, remote work options, and other family-friendly policies to support employees in balancing professional and personal responsibilities, irrespective of gender identity.
- **Parental leave:** ensure equitable parental leave policies for all gender identities by implementing the **Parents, We Care program**. This initiative provides comprehensive support for all parents upon their return, reducing career disruptions and fostering a balanced approach to work and family life.

Promotions and performance reviews

To address the gender imbalance within our Executive Team and ensure equitable opportunities, it is vital to scrutinize and enhance our promotion practices. We are committed to creating a fair promotion process where all employees, regardless of gender, have equal chances to advance within the company.



- **Equitable promotion opportunities:** ensure the increase or maintenance of the percentage of women candidates considered for promotion in each category, relative to previous levels. This approach helps address gender imbalances and supports a diverse leadership pipelines.
- **Transparent criteria:** Implement and communicate clear criteria for promotions and performance reviews. Transparency in how promotions are awarded helps build trust and ensures that all employees understand the pathways to career advancement.
- **Regular reviews and adjustments:** Conduct regular reviews of promotion processes and performance evaluations to identify and address any biases or disparities. Additionally, review the mission of women at the company to ensure equal opportunities in the promotion processes.

Inclusive culture and awareness

- **Diversity training:** provide on going Diversity training focused on gender equity, unconscious bias, and fostering an inclusive workplace for all gender identities.
- **Employee resource groups (ERGs):** support ERGs focused on gender diversity, offering platforms for women, non-binary individuals, and allies to share experiences, provide support, and advocate for change.

Accountability and metrics

- **Tracking progress:** establish clear metrics and KPIs to monitor progress in gender equity initiatives. Regularly report these metrics to the Executive Team and stakeholders to ensure transparency and accountability.
- **Executive accountability:** hold the Executive Team accountable for achieving gender diversity. Ensure that Country Managers and CEOs are actively engaged in and driving Diversity effort.

By implementing this Gender Equity Framework, NTT DATA Europe & LATAM aims to cultivate a more balanced and inclusive workplace. This commitment will enhance our organizational culture and drive innovation by leveraging the diverse talents and perspectives of all employees.



People with disability | Accessibility

At NTT DATA EU & LATAM, ensuring accessibility and integrating people with disabilities (PWD) into our workforce is a key priority of our Diversity strategy. We are dedicated to fostering an inclusive environment where every employee, regardless of their abilities, can thrive and reach their full potential.

Our commitment:

- 1. Focus on strengths:** we emphasize the unique strengths and contributions of PWD, valuing their professional skills beyond any disability. Our approach ensures that all employees are recognized for their talents and potential.
- 2. Necessary adjustments:** we provide reasonable accommodations and adjustments to enable PWD to perform their roles effectively and inclusively. This includes modifying workspaces, tools, and technologies to meet individual needs.
- 3. Partnerships:** we collaborate with external organizations to enhance our understanding of inclusivity and accessibility. These partnerships help us implement best practices and continually improve our workplace environment.
- 4. Local programs:** we promote and support local initiatives aimed at hiring, training, and integrating PWD. These programs are designed to address specific regional needs and facilitate the successful inclusion of PWD into our teams.
- 5. Hiring metrics:** we monitor and track the percentage of PWD in our workforce, aiming for **at least 2% of the Europe & LATAM headcount by FY 2025**. Currently, we stand at **1.41%**, demonstrating progress, but there is still work to be done to achieve our goal.



Neurodiversity

At NTT DATA EU & LATAM, we view neurodiversity as a focus element of our Diversity strategy, recognizing the unique perspectives and strengths that neurodivergent individuals bring to our organization.

To support neurodivergent employees effectively, we recommend the following actions and initiatives:

1. Flexible work arrangements: implement adjustable work hours, quiet workspaces, and noise-canceling technologies to accommodate sensory and cognitive needs. These adjustments help neurodivergent employees perform at their best by aligning the work environment with their individual requirements.

2. Diverse feedback mechanisms: offer multiple feedback options, including written, verbal, and digital formats, to allow employees to communicate in the manner that suits them best. Conduct regular, individualized check-ins to ensure neurodivergent employees have opportunities to discuss their needs and experiences.

3. Leadership training: provide specialized training for leaders to enhance their understanding of neurodiversity. This includes fostering a culture of empathy and respect and recognizing the unique contributions of neurodivergent employees.

4. Inclusive practices: design recruitment, development, and performance evaluation processes to be inclusive of neurodivergent individuals, focusing on leveraging their cognitive strengths and ensuring they are valued and integrated into the team.

By adopting these recommendations, we aim to create a supportive and inclusive workplace where neurodivergent employees are empowered to succeed and contribute meaningfully to our organizational goals.



LGBTQ+ community

At NTT DATA EU & LATAM we don't tolerate any type of discrimination or harassment due to sexual orientation or gender identity and expression. For this reason, we are continually working to:

- Enhanced knowledge of concepts related to sexual and gender diversity.
- Raise awareness and normalize LGBTQ+ people's presence in the workplace.
- Create a work environment where LGBTQ+ people can feel safe and included.
- In cases where dress codes are applicable, they should be revised to avoid gender stereotypes. People should be allowed to use clothes accordingly to their identification.
- Create an equal conciliation benefits system for the LGBTQ+ people, at the company.



Guideline for name change procedure for transgender employees

We are committed to fostering an inclusive workplace that respects the identities of all employees. This guideline outlines the procedure for transgender employees who wish to change their name in company records.

Procedure:

- 1. Initial request:** employees should contact their local People team to initiate the name change process, ensuring the request is handled with sensitivity and in accordance with local laws.
- 2. Documentation:** depending on the country, employees may need to provide relevant documentation to support their request. The People team will guide employees on any specific requirements.
- 3. IT coordination:** the People team will work with IT to update the employee's name across all company systems, including email and internal directories.
- 4. Confidentiality:** all information related to the name change will be treated confidentially, ensuring privacy and respect for the employee.

This process reflects NTT DATA's commitment to diversity, equity, and inclusion, ensuring a supportive environment for all employees and the compliance with local laws.

The world is changing concerning LGBTQ+ people, and their place in society and the workplace. With these guidelines, we aim to contribute towards an equal world for all through the ending of the inequalities, exclusion, and discrimination that LGBTQ+ persons face in the world of work.

Race, ethnicity, and nationality

As NTT DATA Europe & LATAM, we operate in 28 countries and have team members representing over 90 nationalities. This diversity enriches our culture, fosters innovation, and drives creativity, but it also brings unique differences in habits and beliefs.

Understanding the different cultural and regional perceptions of terms like “race,” “ethnicity,” and “nationality” is essential. While “race” may be an important concept in some regions, it can be considered outdated or inappropriate in others. We encourage the use of broader, more inclusive language, such as “diverse backgrounds” or “cultural identities,” that can be universally applied.

To avoid any type of discrimination based on race, ethnicity, or nationality, it is recommended to::

- Raising awareness and fostering respect for the coexistence of different origins, cultural practices, and religious beliefs within the company.
- Developing strategies and actions to reduce cultural and religious prejudice.
- Spreading information about the history and impact of racism and different racial and ethnic groups.
- Creating awareness about racial and ethnic discrimination and injustice in society.
- Cultivating diversity and addressing unconscious bias at all levels within the company.
- Creating genuinely safe spaces where people can share their experiences openly.



Generational Diversity

At NTT DATA, we are committed to fostering an adaptable and supportive environment that harnesses the strengths of a multi-generational workforce. By promoting collaboration, facilitating knowledge transfer, and encouraging mutual respect among all employees, we aim to create a workplace where generational diversity thrives.

To achieve this, we focus on two key areas:

1. **Awareness:** Raising awareness about the importance and benefits of generational diversity within the workplace is at the core of our efforts.
2. **New work practices:** Evolve our workplace practices and policies to address the diverse needs of all age groups. This includes:
 - Flexible work arrangements.
 - Continuous learning and development opportunities.

3. **Generational Exchange (GenEx):** We encourage the facilitation of knowledge and experience transfer between generations through:

- Mentorship programs.
- Collaborative platforms.

4. **Empowerment of older employees :** we encourage and support the continued development and engagement of older employees through:

- Career development opportunities.
- Health and wellness programs.

We are proud to have a diverse workforce, with 71% of our professionals between the ages of 26 and 45, and 17% over 45. We deeply value the unique contributions and perspectives that all age groups bring to our organization, fostering an inclusive environment where everyone thrives.



6. Diversity Strategy

2025/2026

Navigating the unique challenges of the STEAM market, our global strategy focuses on the following key areas:

- **Building Capabilities and Policies:** Establishing robust frameworks and policies to support diversity initiatives across all levels of the organization.
- **Raising Awareness of Unconscious Bias:** Ensuring that all employees are aware of unconscious bias and its impact, fostering a more inclusive mindset.
- **Focusing on Key Processes:** Prioritizing critical processes like recruitment and promotion, which have a significant influence on achieving our Diversity goals.
- **Creating an Inclusive Work Environment:** Promoting psychological safety and inclusive leadership as core elements for success in achieving an equitable workplace.
- **Governance for Success:** Implementing a strong governance model to ensure diversity, equity and inclusion efforts are well-coordinated and impactful.
- **Targeted Diversity Training:** Offering specific training programs to enhance understanding and application of Diversity principles.
- **Mentoring by Strengths:** Leveraging a strengths-based mentoring approach to empower individuals and foster growth.
- **Local Adaptation:** Tailoring our global strategy to meet specific local needs through targeted actions.



Capabilities and Policies

We focus on empowering local teams with the skills, knowledge, and resources necessary to successfully implement Diversity initiatives.

By building internal capacity, we ensure teams are equipped to drive meaningful change at every level.

Alongside this, we develop clear and supportive policies that guide the effective application of these capabilities, promoting consistency and alignment across the organization.

This enables local teams to take ownership of their Diversity efforts while contributing to the broader organizational goals of diversity, equity, inclusion, and belonging.

Awareness

We believe that fostering diversity, equity and inclusion (DEI) begins with raising awareness about the factors that contribute to both conscious and unconscious discrimination, as well as recognizing the privileges that some groups may experience.

To address this, we implement specific campaigns, **internal communications**, and **training programs** aimed at highlighting the value of diversity and the importance of inclusion.

Our efforts focus on **combating unconscious bias**, challenging cultural stereotypes, and celebrating individuals as unique contributors. By equipping employees with the knowledge and tools to challenge their assumptions and embrace diverse perspectives, we contribute to a more positive and inclusive workplace environment. Furthermore, each country or region within our organization has the flexibility to develop tailored Diversity initiatives that reflect their unique cultural contexts, ensuring our approach remains relevant and impactful. These collective efforts align the entire company with our diversity strategy, reinforcing our values and commitment to creating a more equitable workplace.

Raising awareness across all levels of the organization enhances our core values of curiosity, collaboration, and engagement, while also driving our commitment to fostering an inclusive and dynamic environment. Through these initiatives, we continue to build a more equitable and successful organization.



Key processes

Recruitment

The recruitment process is often the first contact candidates have with our company, and it's crucial to present our culture and values effectively.

We are committed with:

- **Training and Tools:** Ensure recruitment teams are trained and equipped to avoid prejudice and uphold diversity and equity.
- **Leadership Responsibility:** Make leaders and executives aware of their role in fostering and promoting diversity.
- **Onboarding and Awareness:** Introduce new hires to our Diversity policy and programs, ensuring they understand and comply from day one.
- **Alignment with Diversity Principles:** Ensure that all new hires are aligned with our company culture and core Diversity principles, to maintain and strengthen our commitment to diversity, equity, and inclusion.

Additional Initiatives:

- Implement inclusive recruitment practices. Form partnerships with educational and community institutions.
- Develop internship programs and talent development initiatives.

Promotion

The promotion process is a crucial moment for both individuals and the company. It is essential to ensure that all leaders and executives involved in promotions are aware of potential biases and prejudices that may influence their decisions.

Promote Diversity Training: Provide comprehensive Diversity training for all leaders and executives involved in promotions. This training should address unconscious bias and foster an understanding of equitable practices.

Review Processes and KPIs: Regularly evaluate promotion processes and performance metrics, both globally and locally. Use this analysis to develop action plans that promote fairness and support sustainable diversity objectives.

Performance Evaluation:

- **Bias-Free Evaluations:** Implement measures to ensure that performance evaluations are conducted impartially. Develop guidelines to mitigate bias and promote fairness in assessing employee performance.
- **Fair Promotion Practices:** Establish and enforce policies that ensure equitable promotion practices. Regularly review these policies to maintain fairness and address any emerging disparities.
- **Transparent Criteria:** Clearly define and communicate the criteria for promotions and performance reviews. Transparency in these processes helps build trust and ensures that all employees understand the pathways to career advancement.

By focusing on these areas, we aim to create a promotion process that is fair, transparent, and inclusive, supporting the development and advancement of all employees within the organization.

Inclusive work environment



Psychological safety

Psychological safety and an inclusive environment are essential for ensuring all employees feel valued and heard. These conditions enhance productivity, drive creativity, and strengthen team cohesion, ultimately contributing to organizational success and growth. To achieve this, it is vital to promote:

- **Open Communication:** Encourage dialogue through regular team meetings and anonymous feedback mechanisms. Train leaders in active listening to ensure employees feel heard and valued.
- **Respect and Inclusion:** Form diverse teams and provide cultural competence training. Enforce a zero-tolerance policy for discrimination and harassment with clear reporting channels and prompt actions.
- **Supportive Leadership:** Leaders should model inclusive behavior, practice transparency, delegate responsibilities, and recognize employee initiatives.
- **Mental Health and Wellbeing:** Offer resources to promote mental health and wellbeing.
- **Training and Development:** Strongly encourage Diversity training and promote continuous learning opportunities.
- **Feedback and Improvement:** Utilize regular surveys for anonymous feedback and develop action plans based on this input. Communicate progress and adjust policies for continuous improvement.
- **Collaboration:** Promote inclusive activities and interdepartmental collaboration. Recognize contributions through formal programs and personalized acknowledgment.
- **Sense of Belonging:** Implement initiatives to foster engagement of the employees to create a proactive attitude.

These practices ensure that employees feel safe, respected, and empowered, driving satisfaction, productivity, and a strong sense of belonging.

Inclusive leadership

By leading inclusively, both top executives and middle management help build a culture of belonging where every employee feels respected and empowered to contribute their best. This approach not only enhances employee satisfaction and retention but also drives innovation and business success, positioning NTT DATA as a leader in our industry.

Role of Top Executives

For top executives, it means setting the tone from the top by championing diversity initiatives.

Executives must model inclusive behavior, commit to transparent decision-making, and actively sponsor diverse talent, ensuring Diversity is embedded in our strategic goals and corporate culture.

Role of Management

Management plays a crucial role in translating these commitments into everyday practice. Managers are responsible for creating an inclusive environment within their teams, fostering open communication, and addressing biases. They must implement Diversity policies consistently, provide support and development opportunities for all team members, and ensure that every voice is heard and valued.

By embodying inclusive leadership, managers can:

- **Model Inclusive Behaviors:** Demonstrate fairness, empathy, and respect in their interactions, setting a standard for their teams.
- **Drive Diversity Initiatives:** Translate Diversity strategies into actionable plans and integrate them into daily operations.
- **Foster a Sense of Belonging:** Create an environment where all employees feel valued and included, which can boost morale and productivity.
- **Identify and Address Bias:** Recognize and mitigate unconscious biases in hiring, promotions, and team dynamics.
- **Enhance Team Performance:** Leverage diverse perspectives to drive innovation, problem-solving, and decision-making.



Work-life balance and conciliation

At NTT DATA Europe & LATAM, we recognize the vital importance of achieving a harmonious balance between professional responsibilities and personal life. We are dedicated to supporting our employees in this pursuit through initiatives that cater to diverse needs and promote overall well-being.

Historically, women have often faced greater impacts from parenting and caregiving responsibilities. To address this, we offer several key initiatives.

Be Flex model

The “Be Flex” model provides flexible working arrangements that empower employees to manage their schedules in ways that best suit their personal and professional needs. This approach enhances productivity, job satisfaction, and overall well-being. It supports the balance between professional life and caregiving for elder family members and will be adapted to all NTT DATA Europe & LATAM countries as needed.

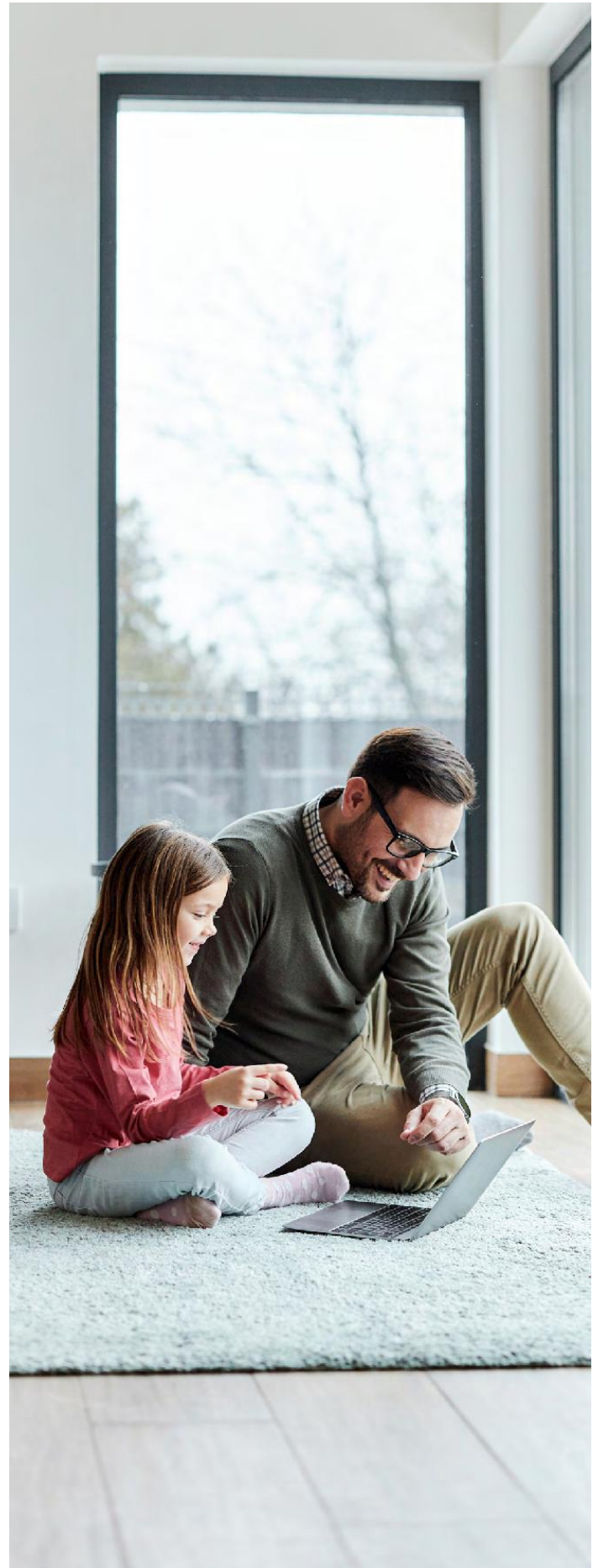
Parents, We Care

Our “Parents, We Care” program supports parents, legal guardians, and primary caregivers through the journey of parenthood. This program helps manage the dual responsibilities of caregiving and career with key components including:

- Information: clear guidance on internal and external procedures, co-parenting, and caregiving.
- ERGs: parental and caregiving communities for peer support.
- Ambassadors: local representatives to promote and support the initiative.
- Seminars & talks: educational sessions on parenting and caregiving.

Wellbeing

We are committed to enhancing personal well-being, which includes physical health, psychological support, and social connections. Our initiatives are designed to support a holistic approach to employee well-being, ensuring that all caregivers can thrive both at work and at home.



Governance model

At NTT DATA, Diversity is an integral pillar of our corporate strategy. To ensure that diversity principles are effectively integrated into our operations and drive meaningful change, it is essential to establish a robust governance model.

CEO and Country Managers Commitment

The CEO and Country Managers play a critical role in endorsing and driving diversity initiatives. Their responsibilities include:

- Support the diversity agenda and actively participate in diversity initiatives to set a tone that prioritizes diversity and inclusion.
- Own and drive Diversity KPIs ensuring they align with NTT DATA's objectives and are monitored consistently.
- Allocate necessary resources for achieving Diversity targets.

Regular review of KPIs

To maintain accountability and drive progress, it is essential to review Diversity KPIs regularly. Our current diversity priorities are **gender equity** and the **integration of people with disabilities**. To drive progress in these areas and across other dimensions of Diversity, we recommend the following practices:

1. **Monthly Gender KPI Reviews:** Conduct reviews at the country level to track progress, address obstacles, and adjust strategies. Use KPI data to make informed decisions and improve policies.
2. **Comprehensive Reporting:** Provide transparent updates on KPI performance and gather feedback to refine strategies.

A strong governance model is crucial for the successful implementation of Diversity initiatives at NTT DATA. By securing leadership commitment, regularly reviewing KPIs, and focusing on our current priorities, we ensure that Diversity remains a strategic priority and reinforces our commitment to creating an environment where all employees can thrive..





University | Training

We believe training is crucial for raising Diversity awareness and helping our people minimize unconscious bias in decision-making processes.

During this transitional period, as we integrate new offices, we are committed to:

- **Inclusive content:** ensure all training courses convey inclusive messages and content.
- **Accessible platforms:** evolve our training platforms to be more accessible and inclusive, providing content suitable for visual, auditory, or cognitive needs.
- **Understanding diversity:** promote awareness of diversity in all its dimensions, including gender, disability, sexual orientation, age, culture, race, and religion.
- **Cultural competence:** equip our people with tools to understand and work effectively across different cultures, both virtually and in person.
- **Mandatory Diversity training:** continue investing in the development and delivery of mandatory Diversity training sessions.
- **Integration and updates:** integrate specific Diversity content into all new training programs and update existing ones to reflect current Diversity principles.
- **Alignment with global strategy:** ensure local training initiatives align with our global Diversity strategy.
- **Inclusive practices:** ensure that all trainers have knowledge, technical resources and inclusive sensitivity to make the learning experience equitable and fair.

These actions will help create a more inclusive, equitable, and culturally competent workplace at the company.

Mentoring by Strengths

At NTT DATA Europe and LATAM, we believe that focusing on individual strengths is essential to creating an inclusive, high-performing environment. The “Mentoring by Strengths” approach is a core part of our Diversity strategy, supporting personal and professional growth, fostering collaboration, and building a culture of mutual respect for diverse talents. This approach is successfully implemented in key programs such as **"New Executives"** and **"Women Together"**, where participants are guided to leverage their strengths for leadership and career development.

Emphasizing Strengths for Growth

The foundation of this approach is to highlight the unique strengths each individual possesses, rather than focusing on weaknesses. By focusing on what individuals naturally excel at, we help unlock their full potential, leading to greater engagement, higher productivity, and overall job satisfaction. When individuals use their strengths, they contribute more effectively to their teams and the organization.

Customized Development Plans

Since every person has a unique combination of strengths, mentoring by strengths involves crafting personalized development plans tailored to these specific abilities. The goal is not to “fix” weaknesses, but to nurture and expand the strengths that naturally drive success. This ensures that both mentors and mentees work toward enhancing the qualities that contribute to personal and organizational growth.

Roles and Responsibilities

Mentors play a crucial role in identifying, understanding, and nurturing the strengths of their mentees. They should guide mentees on how to best apply these strengths in their roles and future career paths. Mentees, in turn, should actively seek opportunities to apply their strengths, remain open to feedback, and continually develop their abilities.



Local actions and communication

Promoting and aligning local actions

To advance our Diversity objectives globally, it is crucial for each country to develop and implement local strategic plans that align with our global strategy. This document serves as a guide to encourage and support the creation of local programs and initiatives tailored to meet specific regional needs while adhering to our overarching Diversity goals. The Diversity global team is dedicated to ensuring compliance with these policies, sharing best practices, and facilitating the successful implementation of Diversity initiatives across all regions.

Communication

Effective communication is a cornerstone of our Diversity strategy. Both internal and external communications play a vital role in disseminating information, fostering awareness, and reinforcing our reputation as a diverse and inclusive organization. We are committed to ensuring that all communications are inclusive, accessible, and reflect our Diversity principles.

This includes:

- Inclusive language: promoting the use of identification pronouns and gender-neutral language across all platforms to respect and affirm individuals' identities.
- Accessible formats: ensuring that all communications are accessible to everyone.



Diversity campaigns

In Europe & LATAM, we conduct targeted campaigns to raise awareness and engage employees on key topics. These campaigns focus on significant dates such as:

- International Women's Day
- Diversity Month
- Pride Month
- International Day of People with Disabilities

These campaigns are designed to align countries with the Diversity Policy and foster engagement. We develop campaign visuals and core messaging for internal and external communications and involve employees in thematic talks and panels to promote active participation and understanding.

By aligning local actions with our global Diversity strategy and maintaining robust communication practices, we aim to foster a unified and inclusive organizational culture across all regions.



7. Responsibilities

- **Annual policy revision:** managed by the Europe & LATAM Head of Culture, Talent, and Diversity.
- **Strategic planning:** develop and apply triennial strategic plans for Diversity.
- **Executive commitment:** ensure full organizational commitment to Diversity principles.

This revised policy aims to eliminate redundancy and improve clarity, ensuring a cohesive and comprehensive approach to Diversity at NTT DATA Europe & LATAM.



Flora García

Global Head of People | NTT DATA Europe & LATAM

Appendix

Appendix: Whistleblowing Channel (System)

At NTT DATA, we are dedicated to creating an **inclusive workplace** where every individual is treated with dignity and respect. Harassment and discrimination of any form are strictly prohibited and will not be tolerated under any circumstances. We encourage employees to report any incidents or concerns, which may imply potential law violations, through our confidential Europe & LATAM global Whistleblowing channel System, which ensures that all reports are securely investigated addressed. This System is strictly confidential and has also the possibility of conduct anonymous communications, the latter if the whistleblower decides it so. **Our commitment to a zero-tolerance policy means that appropriate actions will be taken to address any violations**, safeguarding the well-being of our employees and promoting a positive and equitable work environment for all.

NTT DATA Europe & LATAM Whistleblowing System is available at this at link [SpeakUp & Whistleblowing](#).

People from NTT DATA Limited can use the link [Speak Up system](#) , to report any incidents or concerns, which may imply potential law violations.



Uniqueness

