

Our People

Fundamental Approach

Today, the Nomura Group's workforce includes employees of more than 70 different nationalities. This diverse group of personnel is our most important asset, and, as such, we strive to offer equal opportunities to all personnel to enable each and every one of them to develop their capabilities and strengths as individuals to the fullest and perform as Nomura professionals. Nomura's Code of Ethics strictly forbids discrimination on the basis of nationality, ethnic origins, race, gender, age, religion, beliefs, social status, sexual orientation, gender identity disorders, or physical disabilities.

Personnel Development

The Retail Division encourages the personal growth of its employees through various educational programs that develop capabilities for independent thinking, acting, and delivering results. Group training for the first three years of employment, training at given career milestones (new hires, appointment, and promotion), and training for managerial-level personnel provide the specific knowledge and skills required while also reinforcing personal qualities and strengthening compliance awareness.

The Wholesale Division offers training to personnel to meet the standards needed to enable them to become leaders in the Group's global operations and to satisfy the needs of the division. Training aims to develop especially capabilities for taking action, developing creative solutions, and mastering communication skills. Specifically, training programs offer a selection of courses aimed at developing individual abilities and leadership as well as mentoring programs that are offered selectively to develop the next generation of leaders.

Furthermore, we have Company-wide training programs aimed at raising the awareness of workplace ethics, programs to support employees in obtaining licenses or other certifications, and similar support for training that will assist personnel in attaining their career objectives. We are also helping to build internal networks by enabling employees from different divisions and geographic regions to take part in the same training programs.

Diversity and Inclusion at Nomura

Our aim for Diversity and Inclusion* at Nomura is simple—it is essential that we encourage various points of view and ways of thinking among our people to win the trust of increasingly diverse and complex needs of clients and to offer highly value added services to them.

Nomura is committed to fostering an inclusive work environment through our employee networks that transmit information as well as plan events related to women's career work/life management and understanding other diverse cultures.

* At Nomura, "Diversity and Inclusion" means "drawing on diverse ways of thinking and points of view to increase our competitiveness."



Participants in the International Women's Day event sponsored by the "Women in Nomura," or WIN, network at the Hong Kong Office

Place Clients at the Heart of Everything We Do

First Female Bank Head for Japan Ms. Chie Shimpo appointed President of the Nomura Trust & Banking

The Nomura Trust and Banking offers both banking services, including deposits and loans, to clients of Nomura Securities and also trust services. The Nomura Trust and Banking is, in fact, uniquely positioned as a trust bank within the investment banking group. Looking ahead, we are committed to further strengthening synergies with other Group companies so as to respond even more effectively to the requirements of clients.

The Nomura Group is committed to diversity and believes that an inclusive and welcoming working environment, regardless of gender, national origin, or other characteristics, directly contributes to greater creativity and collaboration. As the foundation of its robust esprit de corps and competitiveness, The Nomura Trust and Banking will rededicate itself to diversity in the full meaning of the word, thereby contributing to the optimization of the corporate value of Nomura Holdings and to the vibrancy of Japan's economy and society.



Chie Shimpo (Toriumi)
President & CEO
The Nomura Trust and Banking Co.,
Ltd.

Supporting Women through Their Career

Nomura offers opportunities for a wide range of activities to female employees. By carrying out various policies, Nomura also assists female employees in building their careers and is promoting their advancement to managerial positions.

Nomura's initiatives have been favorably recognized, and in March 2014, Nomura was selected by the Tokyo Stock Exchange and the Ministry of Economy, Trade and Industry as one among 26 companies whose stocks are classified as "Nadeshiko Brand."¹

In July 2013, the Keidanren (Japan Business Federation) established a subcommittee on Gender Diversity (currently planning subcommittee of the Committee on Gender Diversity) to accelerate efforts to promote the active utilization of women's skills in Japanese enterprises. Junko Nakagawa, an Executive Officer of the Nomura Group, chaired the subcommittee and summarized an "Action Plan for Women's Activities: Enhancing Corporate Competitiveness and Achieving Sustainable Economic Growth."²

In line with this Action Plan, the Nomura Group has posted its autonomous action plan for appointing women to Board-level and managerial positions on the Keidanren website.³

¹ Nadeshiko Brand, or Nadeshiko stocks, are selected by the Tokyo Stock Exchange and the Ministry of Economy, Trade and Industry because the companies issuing these stocks are widely recognized as "promoting the careers of women" and "supporting women in achieving a good work and household life balance." The objective of this selection is to give recognition to companies that are proactively promoting the activities of female employees with the aims of contributing to revitalization of the Japanese economy in ways that include improving the working environment for women.

² <https://www.keidanren.or.jp/en/policy/2014/029.html>

³ <https://www.keidanren.or.jp/policy/woman/ap12461.html>

Employee-Friendly Work Environments

We support working conditions that allow each employee to fully concentrate on his or her work in a healthy condition, with both good physical and mental health. We have shifted our emphasis to early discovery and intervention. Our occupational health physicians periodically visit our worksites for health monitoring and conduct face-to-face interviews with supervising managers. Improvement measures are being introduced to departments where many employees work long hours, and employees who work such extended hours are recommended to consult with and receive the guidance of physicians.

Mental Healthcare

To safeguard the mental health of employees, we provide access to psychiatrists and an employee counseling room staffed by a dedicated professional. We also offer consultation services provided by medical staff at our Health Management Center. Furthermore, we are committed to helping employees who have overcome mental illnesses return to the workplace.

Initiatives in FY2013/14

We have developed a range of tools to realize employee-friendly work environments:

1. To deepen understanding of employees who conduct their work in diverse ways and provide support throughout the workplace, we distribute a program entitled "Caring for Mental Health during Pregnancy: What Everyone Can Do to Assist."
2. To provide for the better monitoring of the health of employees who work long hours, in addition to the annual health checkup for all employees, additional medical examinations are conducted prior to consulting with physicians.

Listening and Heeding the Voices of Employees

The Nomura Group implements employee satisfaction surveys, and the results are used to make improvements in the workplace as well as create employee-friendly work environments, including improving employee satisfaction.

Safety and Health Initiatives

Based on the Industrial Safety and Health Act, the Nomura Group has formed a Health Committee, which meets once a month and comprises persons in overall charge of safety and health matters, officers responsible for health and safety, occupational health physicians, and employees.

This committee discusses issues related to the workplace environment and health and gives its attention to preventing all employees, including temporary and contract workers, from injuring their health. In addition, when the committee considers it necessary to make improvements, its role is to make suggestions to Group companies.

Relationships with Labor Unions

More than half of the employees of Nomura Securities are members of the Nomura Securities Employees Union, and Nomura has standing labor agreements with the union. To maintain sound and healthy relationships between labor and management, discussions are conducted with the union on a wide range of topics, including not only changes in various systems, such as employee welfare benefits and personnel management, but also on day-to-day issues, including respect for employee rights and management issues.

Realizing Work Practices that Allow for Flexibility and Diversity

Reducing Long Working Hours and Providing for Flexibility in Work Styles

Management and labor are monitoring hours that employees work to reduce excessively long hours and, thereby, maintain the physical and mental health of employees and enable them to conduct work efficiently.

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Specific initiatives include not only abiding by the provisions of the Japanese Labor Standards Act but also setting the joint management and labor objectives of having employees leave work at the set time on Wednesday and no later than 8 pm on other weekdays. Also, in some departments, since the nature of the work may require working into the night hours and on holidays, Nomura is working to optimize total hours worked by giving consideration to the actual conditions in each department and having managerial staff exercise flexibility regarding hours worked, including such measures as adopting a work shift system and encouraging employees to use their allotted vacation days.

Moreover, Nomura provides for flexibility in work styles to provide employees with work security for the long term. In specific terms, Nomura has endeavored to provide improved arrangements that allow employees to take half-day paid vacation time, takes leaves for childbirth and rearing children, and time off for providing nursing care for seniors and others. In fact, all of the benefits provided by Nomura are above the legally requirement minimum. These include leave for giving birth to children and aftercare, leave time for rearing children, time off when a dependent gives birth to children, time off for child rearing, time for nursing sick children, supplements for child day care center expenses, and time off as well as leaves for nursing family members back to health.

Employment Reinstatement System

Beginning in 2006, the Nomura Group introduced a re-employment system for personnel who have passed the regular retirement age of 60 or the age limit in their employment contracts. Nomura reinstates all senior staff members who express a desire to continue working and concludes contracts with them that can be renewed annually up to age 65. Nomura Securities expects that these arrangements will provide support for the quality of life of senior employees after regular retirement and enable them to make contributions based on their skills and experience. As these comments suggest, Nomura considers the abilities, aptitudes, and record of accomplishments of employees and then offers work and terms of employment that are suited to each individual. Nomura has also designed systems that provide flexible options for working that make possible a diversity of work styles and lifestyles after regular retirement. Please note that the organizational unit in Nomura Securities in charge of planning, formulating, and implementing the re-employment system is the Work Life Support Section of the Personnel Planning Department. This section responds to the needs of individual employees approaching retirement and voluntary re-employment as well as their social welfare, life planning, and other needs. Going forward, further improvements will be made in related systems to provide for smooth operation.

Employment of Handicapped Persons

The Nomura Group offers a wide range of employment opportunities for the handicapped. Efforts are made to respond flexibly to find work suited to the individual skills and aptitudes of candidates and provide proper motivation by discussions with the persons in the workplaces where they will work. At Nomura Securities, each year, employment opportunities offered to handicapped persons exceed the legal requirements, and handicapped persons are contributing actively in a wide range of departments.

Respecting Human Rights

We have established various mechanisms to prevent discrimination and harassment, in accordance with the Nomura Group Code of Ethics. Specifically, we set up the Nomura Group Human Rights Committee to debate and determine human right initiatives as well as to share information across the Group from its secretariat.

In addition, we continue to hold human rights training for all Nomura people, including members of the Board of Directors, to create greater awareness about human rights issues and make everyone aware of our consultation contacts for these matters.

All types of consultation contacts are available both within and outside the Company through our Sexual Harassment/Power Harassment Hotline to help prevent all types of harassment in the workplace. In addition, the Human Rights Awareness Office provides similar advisory functions for other human rights issues.

Making Efforts to Resolve Human Rights Issues through Multi-Stakeholder Dialogue

Since FY2012/13, as part of our human rights initiatives, we have participated in the Nippon CSR Consortium, which approaches human rights through dialogue.

In the Human Rights Due Diligence Workshop, which is one of these initiatives, companies and NGOs are continuing discussions regarding the theme "Human Rights Issues that Companies Should Be Aware of and Consider."

In FY2013/14, companies and various NPOs and NGOs as well as specialists and others assembled to review major human rights issues by industry and determine their importance as well as discuss measures that should be taken. These discussions deepened the understanding of human rights issues. Looking ahead, the Nomura Group will move forward with its initiatives to address human rights issues.